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ANNUAL REPORT
OF
The Citadel
THE MILITARY COLLEGE OF
SOUTH CAROLINA
FOR THE YEAR
1971 - 1972



Printed Under the Direction of the
State Budget and Control Board

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MAR 26 1973

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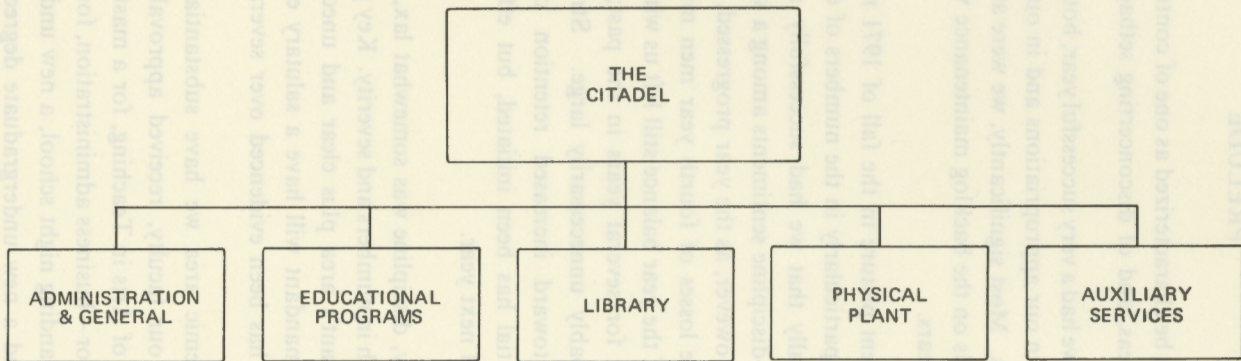
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PRELUDE

This year can be characterized as one of contrast, of substantial gains in many areas, and of disconcerting setbacks in others.

Financially, we had a very successful year, both in the generosity of the legislature in our appropriations and in our making best use of available funds. Most significantly, we were at last able to make substantial inroads on the backlog maintenance which has plagued us for so many years.

Our enrollment picture in the fall of 1971 really exceeded all of our estimates, particularly in the numbers of entering freshmen. It appeared initially that we had successfully reversed the anti-military and anti-discipline sentiments among a substantial number of young men. However, as the year progressed, it became evident that our excessive losses of fourth year men might wipe out our gains. The end of the year balance still left us with a larger residual fourth class than for several years in the past; nevertheless, the losses were probably unnecessarily large. Strong and positive action directed toward increased retention of fourthclassmen with good potential has been initiated, but effectiveness cannot be measured until next year.

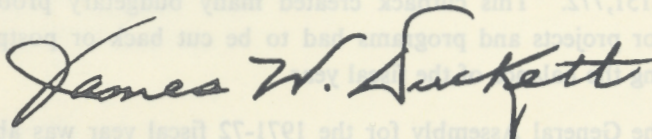
Paradoxically, discipline was somewhat lax, but punishments were excessive both in numbers and severity. Key personnel changes in the Commandant's area plus clear and unequivocal guidance to the new Commandant will have a salutary effect in reversing this trend which has been evidenced over several years.

In the academic area we have substantially upgraded the qualifications of our faculty, received approval for new majors under the Master of Arts in Teaching, for a master's degree in our most popular major—business administration, for the granting of a degree in our expanding night school, a new undergraduate major in psychology, and a new undergraduate degree, the bachelor of

arts in mathematics. Bluntly speaking, the expansion of peripheral programs is financially rewarding to The Citadel yet does not detract from our primary mission of educating and training the Corps of Cadets.

I particularly wish to thank the Board of Visitors for their clear direction and strong support. Continuance of a successful military college in the atmosphere of today's young world will continue to present challenges which will require all of our efforts to meet effectively.

I commend to your reading the detailed report which follows.

A handwritten signature in dark ink, reading "James W. Duckett". The signature is fluid and cursive, with the first name "James" and last name "Duckett" clearly legible. The middle initial "W." is written in a smaller, more compact script.

J. W. Duckett

FINANCES

A. General:

Fiscal year 1971-72 could very easily be designated "the catch up or get even with the board" year. As you will recall, The Citadel's 1970-71 State Appropriation, as originally approved by the General Assembly, contained a \$360,200 increase; however, after five months had elapsed in the fiscal year, the Governor and his advisors realized that the economy in South Carolina would not support the appropriations passed by the General Assembly. As a result it was necessary to reduce all appropriations approximately six per cent. The Citadel appropriation was cut \$208,428, thereby reducing the original appropriation increase of \$360,200 to \$151,772. This cutback created many budgetary problems. Major projects and programs had to be cut back or postponed during the balance of the fiscal year.

The General Assembly for the 1971-72 fiscal year was able to increase The Citadel's appropriation by \$459,602 which not only restored the 1970-71 cut back of \$208,428 but also added an additional \$251,174 to it.

The restoration of the 1970-71 appropriation cut back permitted The Citadel's operation to pick up where it left off six months prior to the new fiscal year which began on July 1, 1971. Instructional programs and projects were reinstituted, educational equipment budgets were restored, travel was placed on a normal basis, vacant positions which had been frozen were released and filled, and backlog maintenance projects were again begun.

The additional appropriation permitted modest salary increases to all personnel scheduled for promotion or longevity merit increases. It also permitted the employment of several necessary faculty members to relieve overloads.

The overall financial operation of The Citadel for the 1971-72 fiscal year was most satisfactory and is discussed in more detail under B, *Appropriated Activities* and C, *Self-Supported Activities*.

B. Appropriated Activities:

A comparative summary of the appropriated activities for the fiscal year 1970-71 and 1971-72 is shown as follows:

APPROPRIATED ACTIVITIES Comparison of 1970-71 and 1971-72 Fiscal Years

	1970-71 Fiscal Year		1971-72 Fiscal Year	
	Amount	Percent of Total	Amount	Percent of Total
Revenue:				
Balance from Previous Year—July 1	\$ 104,124.92	2.0%	\$ 65,280.53	1.2%
Collections 7/1-6/30	1,389,407.93	27.4%	1,479,098.63	26.5%
State Appropriation	<u>3,581,168.00</u>	<u>70.6%</u>	<u>4,040,770.00</u>	<u>72.3%</u>
Total	\$5,074,700.85	100.0%	\$5,585,149.16	100.0%
Expenditures:				
Administration	\$1,064,598.72	20.9%	\$1,079,468.73	19.3%
Instruction	2,560,631.70	50.5%	2,757,915.24	49.4%
Library	178,675.13	3.5%	205,194.05	3.7%
Physical Plant	<u>1,205,514.77</u>	<u>23.8%</u>	<u>1,321,727.44</u>	<u>23.7%</u>
Total	\$5,009,420.32	98.7%	\$5,364,305.46	96.1%
Cash Balance				
Carried Forward—6/30	<u>65,280.53*</u>	<u>1.3%</u>	<u>220,843.70</u>	<u>3.9%</u>
Total	<u>\$5,074,700.85</u>	<u>100.0%</u>	<u>\$5,585,149.16</u>	<u>100.0%</u>

*It should be noted that The Citadel's accounting system is in accordance with the State's requirements and is on a cash and disbursement basis. There were \$56,612.86 in accounts payable on June 30, 1971 and \$138,238.45 on June 30, 1972, leaving an unencumbered cash balance of \$8,667.67 and \$82,605.25, respectively, for each of the fiscal years. The greater portion of the uncommitted \$82,605.25 cash balance is actually committed for summer school salaries. This situation arose due to the fact that the original estimated summer school fees were exceeded by \$69,842.

You will note from the above comparison that the total revenue of \$5,585,149 available for the 1971-72 fiscal year is \$510,448 greater than the total for last year. This represents a 10 per cent increase. The greater portion of the increase is \$459,602 in appropriation and \$89,691 in institutional revenue. The cash brought forward from the previous year was \$38,844 less.

The total revenue supporting the budget is 27.7% institutional revenue of cash and collections and 72.3% from appropriation.

Expenditures of \$5,364,305 reflect an increase of \$354,885 over last year and represent an increase of 7.1%.

Of the above increase, \$14,870 or 4% went to administration, \$197,284 or 56% to instruction, \$26,519 or 8% to library and \$116,212 or 23% to the physical plant.

Percentagewise, the overall expenditure for each area of operation was substantially the same as last year.

The cash balance of \$220,844 carried forward to the next fiscal year is \$155,563 greater than last year. It should be noted that revenue from summer school, graduate programs and stadium (increased attendance) greatly exceeded the original budget estimate and is primarily responsible for the increase in the cash balance (see note above).

C. Self-Supported Activities:

The auxiliary service enterprises receive no state appropriation and depend entirely upon fees and charges for services in support of the operation.

All of the auxiliary service enterprises except faculty quarters and the print shop are primarily support organizations to the Corps of Cadets and are so closely associated with it that these organizations are vitally affected by any change in the size of the Corps. In the past two years the size of the Cadet Corps has decreased to the point where it has affected the amount of revenue collected and minor adjustments in the operations had to be implemented during the fiscal year. In addition to changes in revenue the cost of operations for providing the same services has increased in a greater proportion than revenue.

Included under the auxiliary service enterprises are the in-

firm, mess hall, laundry, cadet store, barracks, faculty quarters, tailor shop, dry cleaning and print shop.

A comparison of the consolidated operation for the 1970-71 and 1971-72 fiscal years' operation is shown as follows:

AUXILIARY SERVICE ENTERPRISES

Comparison of Consolidated Operation for the 1970-71 and 1971-72 Fiscal Years

	Fiscal Year 1970-71		1971-72 Fiscal Year	
	Amount	Percent of Total	Amount	Percent of Total
Revenue:				
Cash Balance—7/1	\$ 388,313.99	13.5%	\$ 198,329.78	6.9%
Collections—7/1-6/30	2,480,317.59	86.5%	2,688,377.67	93.1%
Total	\$2,868,631.58	100.0%	\$2,886,707.45	100.0%
Expenditures:				
Consolidated Budget	\$2,670,301.80	93.1%	\$2,686,940.01	93.0%
Cash Balance				
Carried Forward—6/30	198,329.78	6.9%	199,767.44*	7.0%
Total	\$2,868,631.58	100.00%	\$2,886,707.45	100.0%

*It should be noted that The Citadel accounting system is in accordance with the State's requirements and is on a cash and disbursement basis. There were \$176,314.57 in accounts payable on June 30, 1971 and \$140,497.06 on June 30, 1972 leaving an unencumbered cash balance of \$22,015.21 and \$59,270.38, respectively, for each of the fiscal years.

A summary of the fiscal operation of the auxiliary service enterprise for the 1971-72 fiscal year is shown below:

AUXILIARY SERVICE ENTERPRISES

Summary Statement of Operation

Activity	1971-72 Fiscal Year			
	Cash Balance July 1, 1971	Revenue 1970-71	Expenditures 1971-72	Cash Balance June 30, 1972
Infirmary	\$ (117.78)	\$ 101,739.39	\$ 98,628.23	\$ 2,993.38
Mess Hall	(219.77)	1,102,159.65	1,115,326.06	(13,386.18)
Laundry	58,357.49	267,785.91	246,818.06	79,325.34
Cadet Store	114,044.49	771,343.13	776,090.81	109,296.81
Barracks	(24,907.18)	244,254.33	243,778.91	(24,431.76)
Faculty Quarters	(62.06)	44,004.40	45,521.65	(1,579.31)
Tailor Shop	18,157.53	25,160.46	26,150.43	17,167.56
Dry Cleaning	3,274.34	28,356.39	33,845.58	(2,214.85)
Print Shop	29,802.72	103,574.01	100,780.28	32,596.45
Total	\$ 198,329.78	\$2,688,377.67	\$2,686,940.01	\$ 199,767.44

You will note from the comparison of the consolidated operation that the beginning and ending cash balances remain approximately the same for the 1971-72 fiscal year; whereas, for the previous year the ending balance decreased \$189,984.21. The reason for this was that in the 1970-71 fiscal year expenditures exceeded the revenue collected. In the 1971-72 fiscal year, however, this trend was reversed due to certain fees and charges being adjusted upward and certain operating costs being reduced, thereby, stabilizing the overall operation. In fact, the revenue exceeded the expenditures by \$1,437.66.

The summary statement of operation shows the infirmary, laundry, cadet store, tailor shop and print shop ended the fiscal year with a cash balance; whereas, the mess hall, barracks, faculty quarters and dry cleaning ended it with a deficit.

It is pointed out that the infirmary began the fiscal year with a small deficit but ended it with a cash balance. This turnabout was due to an increase in the hospital fee.

The mess hall began the fiscal year with a small deficit which increased to \$13,386.16 by the end of the year. This increased deficit in spite of the increase in fees was due to the fact that The Citadel's accounting system is on a cash and disbursement basis and certain revenues due the mess hall were not collected until July and August. These collections more than offset the deficit. With the increase in the board fee implemented in the 1970-71 fiscal year and the anticipated increase in enrollment of the Corps of Cadets 1972-73 fiscal year, the deficit status should be reversed.

The laundry increased its cash balance during the year due to the fact that capital improvements were kept to a minimum. It is anticipated that within the next two years many pieces of wornout equipment will have to be replaced.

The cadet store ended the fiscal year with approximately the same cash balance as in 1970-71.

In spite of the increase in the room fee the deficit situation in the barracks operation did not improve during the year as anticipated. This situation was due to the large amount of maintenance which was necessary last year because of increased demands of both the students and tactical officers for better barracks facilities. Should enrollment increase in the Corps of Cadets, this deficit trend should reverse itself. It appears, however, that the demands for better services and facilities will increase thereby necessitating an increase in the current room fee if these demands are to be met.

The deficit in the faculty quarters operation increased as was expected. During the year a faculty committee studied the situation and recommended a fifty per cent increase in the monthly rentals. This increase should provide necessary funds to better maintain the quarters and put the operation on a break-even basis.

The tailor shop ended the fiscal year with approximately the same cash balance as last year.

The dry cleaning department ended the fiscal year with a deficit after experiencing a tremendous decrease in business over the past several years. This decline in business is the result of the decrease in enrollment in the Corps and a decrease in dry cleaning requirements of the Corps since there are more open week-ends and fewer inspections. Also, the wearing of civilian clothes on leave has decreased the number of soiled uniforms requiring dry cleaning. The personnel in the dry cleaning department have been reduced to a minimum and interchanged with tailor shop personnel as demands dictate. The dry cleaning and pressing charge has been increased for the 1972-73 fiscal year. This charge increase, along with the combined use of personnel in the dry cleaning department and tailor shop, should reverse the deficit trend.

The volume of business in the print shop has been increasing each year resulting in a proportionate increase in the cash balance at the end of the year.

The operation of the nine auxiliary service enterprises for the 1971-72 fiscal year appears to be normal and sound except for the differences which have been explained and should be corrected by adjustments which are being placed in operation for the 1972-73 fiscal year.

D. Bond Issues:

1. Institution Bonds.

As of June 30, 1972 tuition bonds issued December 1965, May 1967 and April 1971 totaled \$5,615. Through June 30, 1972 \$1,560,000 have been amortized leaving a balance of \$4,055,000 outstanding. During the year the debt service requirements of \$464,846.94 were adequately covered by debt service income of \$497,625.25.

2. Revenue Bonds.

(a) Faculty Housing Bonds: As of June 30, 1972 \$205,000 of the original \$350,000 issued November 1, 1957 had been amortized leaving a balance of \$145,000. The total debt service requirement for the 1971-72 fiscal year was \$26,200.

(b) Student Housing Revenue Bonds: As of June 30, 1972 \$118,000 of the original \$400,000 issued October 9, 1967 had been amortized leaving a balance of \$282,000. The total debt service requirement for the 1971-72 fiscal year \$47,362.50.

ADMINISTRATIVE AFFAIRS

A. Physical Plant:

Applications for the construction of a physical education building and an addition to Capers Hall, including renovations to

the existing building, were forwarded to the South Carolina Commission on Higher Education which, in turn, sent them to the State Auditor recommending approval, subject to funding. The design of the Capers Hall addition was completed, but funds are not available for construction. At the close of the fiscal year, it appeared that the General Assembly would authorize the issuance of \$3,000,000 of state bonds after July 1, 1973 for the physical education building.

A portion of Phase III of the renovation of Coward Hall, involving the modernization of the main dining hall, was completed. The renovation of a portion of Old Coward Hall for a Cadet Book Store and Purchasing Office was completed, and a storeroom addition is nearing completion.

Due to a larger operating budget, numerous alteration and improvement projects were completed with the major work in Bond Hall, Alumni Hall, and Johnson Hagood Stadium. The appearance of Bond Hall was enhanced by the installation of suspended ceilings and lighting troffers in most of the hallways and several offices, rubber stairtreads on stairways, new floor coverings on the first floor hallways and two laboratories, and window air conditioners in eleven classrooms. Several rooms were renovated completely to provide private offices for ten professors. In the first floor of Alumni Hall, the football dressing and shower rooms, the coaches dressing and shower rooms, and the training room were extensively renovated. Asphaltic concrete floors were installed under both stands of the stadium; the concession stands were improved; and the Brigadier Room was paneled.

The interior painting of Padgett-Thomas Barracks was completed last summer, and similar painting is currently underway in Law Barracks. The red and gray quadrangle squares were repainted last summer, and extensive repairs are being made to all barracks,

as well as the room furniture. Sixteen storage closets were constructed, and the renovation of the Officer-in-Charge's room is underway.

LeTellier Hall and Alumni Hall were repainted on the exterior, and the usual amount of interior painting of family quarters was completed, as well as interior painting in several campus buildings.

The Williams-Steiger Occupational Safety and Health Act of 1970 requires that extensive repairs and improvements be made to our facilities to meet the mandatory requirements of this Federal act. Replacement of electrical panel boxes, electrical outlets, and wiring systems; relocation and replacement of fire extinguishers; and the installation of safety guards have already commenced.

Campus illumination is being improved by the replacement of the street lights with the mercury vapor type and the installation of additional floodlights. The yacht channel is being re-dredged. Dry chemical fire extinguisher systems were installed in the mess hall and canteen, the parking area behind Bond Hall was paved, and a portion of the campus perimeter fencing was replaced with the chain link type.

Although considerable progress was made during the year, the backlog of essential work—such as exterior painting of many buildings and family quarters, modernization of the central boiler plant, and the replacement of the steam distribution system and the Bond Hall elevator—remains to be accomplished in future years.

B. Health:

During the past school year the general health of the Corps of Cadets has been excellent. There were two deaths in the Corps, resulting from an automobile accident. One unusual case of acute diabetes was diagnosed at the infirmary and referred to an endocrinologist in the city.

The infirmary has operated smoothly through the assistance of four full-time nurses, two part-time nurses, a part-time secretary, and the housekeeping staff. We regret that we will be losing the services of Mrs. Mary Adcox on July 23, 1972. Mrs. Carolyn Haas, R.N., joined the nursing staff just prior to the fall semester.

UNUSUAL ILLNESSES

Hodgkins disease.....	1
Kidney stone.....	4
Peptic ulcer.....	1
Strep throat.....	16
Pneumonia.....	2
Infectious Mononucleosis.....	15
Cellulitis.....	17
Hematuria.....	3
Measles.....	1
Chronic hypertension.....	1
Influenza.....	101
Diabetes.....	1

OPERATIONS

Splenectomy.....	1
Herniorrhaphy.....	2
Appendectomy.....	2
Knee operations.....	15
Torsion testicle.....	2
Pilonidal cyst.....	2
Excision toenails.....	8

INJURIES AND

ACCIDENTS

Dislocation, knee.....	1
------------------------	---

Sprained ankle.....	50
Concussions, skull.....	3
Dislocation, shoulder.....	3
Dislocation, elbow.....	1
Back sprains.....	41
Knee sprains.....	62
Kidney contusion.....	1

LACERATIONS

Head.....	20
Chin.....	14
Legs.....	10
Hand.....	20
Face, eye, and cheek.....	30

FRACTURES

Fibula.....	3
Clavicle.....	2
Fingers.....	4
Toes.....	2
Wrist.....	2
Metatarsal.....	1
Nose.....	2
Tibia.....	3
Ankle.....	2
Jaw.....	1

OTHER

Anxiety and emotionally disturbed.....	20
x-rays taken.....	550

SUMMER SESSION

May 31, 1971 — August 20, 1971

Number of summer students reporting to infirmary for treatment	512
Number of summer students admitted to the infirmary	10
Number of summer campers reporting to infirmary for treatment.....	876
Number of summer campers admitted to the infirmary	76

The visits to the infirmary by the summer campers were primarily for insect bites, sunburn, homesickness, blisters, and minor abrasions. No serious illnesses or accidents occurred.

Hospital facilities were available for Palmetto State Boys from June 6 to June 13, 1971.

SCHOOL SESSION

August 18, 1971 — May 20, 1972

Number of cadets reporting to sick call.....	5,694
Number of cadets reporting after sick call for treatment.....	7,032
Total admissions to the infirmary.....	771

C. Enrollment:

The Corps of Cadets had a total enrollment last September of 1817 which included a freshman class of 678. Additionally, thirteen cadets returned for the second semester making a total of 1830 cadets in attendance at some time during the regular college year. In

the fall semester, there were forty-four special students, 288 veterans, 272 in the evening program, 315 in the MAT Graduate Program, and thirty-one taking graduate business administration courses for a grand total of 2767.

Enrollment in the summer sessions of 1971 totaled 2847, an increase of eighty-one over the previous year, and continued the upward trend evidenced during the previous two years.

The Citadel's student body continues to represent all sections of the United States as well as a number of foreign countries. Cadets listed as their home states in 1971-72 some forty-two states, the District of Columbia, Puerto Rico, Canal Zone, and a number of foreign countries. This school year saw the initiation of a program wherein four Iranian cadets were sent to The Citadel under the sponsorship of the Royal Iranian Navy. Although one of these cadets withdrew shortly after entrance, the others have performed satisfactorily and are expected to return next year. It is hoped that this program will produce students who are as outstanding as the Thailand students, graduates of the Royal Thai Academy, who have been sponsored at The Citadel by their government.

Forty-four counties in South Carolina were represented in the Corps of Cadets this year. Sixty per cent of the total enrollment in all programs were South Carolina residents.

The tabulation of academic majors shows approximately the same distribution as the previous year. It is to be noted that psychology has been added as a new major. Because it is a new major, its students are in only the two lower classes. Indications are that it will be a popular major.

The Registrar's Office represented The Citadel at numerous meetings of national, regional, and state academic and admissions groups. Capt. Truman D. Kemp, Jr., in his capacity as Procurement Officer, continued to represent the college exceptionally well on the procurement tour. He further expanded on the program he initiated

of procuring in private schools in the State of South Carolina, and this proved to be fruitful in our enrollment picture. He also initiated tours of the military schools in Florida and Georgia. Maj. Vance E. Hightower, Financial Aid Officer and Assistant Registrar, has been elected to the position of President of the South Carolina Association of Financial Aid Officers for the next two years. In this capacity, he attends many meetings throughout the state and region and is well thought of in his field. Col. Donald C. Bunch, Registrar and Director of Admissions, represented The Citadel in Washington at the annual meeting of the NROTC Colleges, at the NCAA Annual Convention in Miami Beach, at the Southern Association of Colleges and Schools annual meeting also in Miami Beach, the annual meeting of the Southern Region of CEEB held in Birmingham, Ala., and at the annual meeting of the Southern Region of Academic Affairs Administrators held this year in Columbia, S. C.

D. *Admissions:*

The school year 1971-72 saw a significant upturn in the admissions picture at The Citadel. Whereas applications have been dropping for the past five years, this school year saw an upturn to a little over 1400 applications which represents approximately thirty-five per cent increase over the preceding year. Because of this larger number, we were able to be a little more selective, and our rejection rate increased from 9½ to twelve per cent. The average College Board score remained the same as for the preceding year, i.e. a total SAT of 968. The entering freshman class numbered 103 larger than last year's entering freshman class. Unfortunately, there was also a higher attrition rate (twenty-four per cent as compared with seventeen per cent), but in spite of losing more freshmen than in the preceding year, the freshman class for 1971-72 ended up forty-four cadets larger than the freshman class the preceding year.

The Citadel, in its admissions picture, continues to give pref-

erence to South Carolina students. Specifically, a minimum combined SAT score of 750 is required for in-state students and eight hundred for out-of-state students. Perhaps this, in part, accounts for the higher failure rate among South Carolina students.

In the admissions procedure, we have also continued to require a number of marginal applicants to attend summer school at The Citadel, taking freshman English and/or mathematics, in order to establish their qualifications for entry into the Cadet Corps in the fall. Of the forty-four asked to attend the 1971 summer session under these conditions, thirty-seven enrolled. Thirty of these were eventually accepted and seven rejected. Of the thirty accepted, three left during the first week, four were honorably discharged during the course of the year, and twenty-three completed their freshman year.

E. *Procurement:*

Cadet procurement emphasis was focused on South Carolina while the momentum of the out-of-state recruiting effort was maintained. Within the state, the Cadet Procurement Program (CAPP) was organized by counties with one or more alumni serving as CAPP representative in each county. Prospective cadet names and addresses were furnished these representatives, and they were asked to assist in ensuring that accepted applicants actually matriculated at The Citadel. Mass mailings, college day visits within the state by a Citadel staff officer, cadet procurement visits to high schools and alumni involvement were the principal facets of the procurement program.

In several areas alumni have organized themselves into local CAPP groups with the mission of calling on cadet prospects, visiting high schools, and showing the recruiting film, "The Citadel-Education Plus." Generally young graduates have comprised these groups.

It is clear that a sustained, vigorous, long-range procurement

program will be essential to maintaining the Corps of Cadets into the future. We are moving diligently in that direction, and the cooperation of cadets and alumni has been most heartening.

The weekend visitation program for high school seniors was continued this year, although the number of weekends set aside for such visitations was reduced from twelve to five. The program continues to be satisfactory, although controversial. It is controversial in that we still have a few bad experiences with prospective cadets being "turned off" during that visit to the campus rather than being "turned on." Because of these experiences, the program is continually studied by the Procurement Committee throughout the school year, and this year, as in the past, the Committee came to the unanimous opinion that The Citadel gains many more students than it loses by these visits. The cadets who work on this Procurement Committee continue to be impressive in their zeal for recruitment for The Citadel.

F. *Scholarships:*

Academic scholarships provide a concrete means of attracting the highly qualified high-school graduate and, at the same time, are incentives for the cadets already enrolled in the Corps to strive for superior records in all aspects of college life. One hundred and fifty-three academic scholarships were awarded for the academic year 1971-72, ranging from \$150 for one year to all catalogue expenses for four years, for a total of \$116,793, or an average of \$763 per scholarship recipient. Of these awards, twenty were awarded to outstanding entering cadets. These awards are not athletic grants-in-aid, but are given on the basis of academic standing, leadership, and other attributes which we desire in our cadets.

In addition to the academic scholarships, 301 of our cadets held ROTC scholarships. This is 136 more than the previous year. One hundred and thirty-five of these awards came from the Army program; ninety-nine were Naval scholarships; and the other sixty-

seven were from the Air Force. ROTC awards pay most of the cadet's expenses, except room and board, and give each recipient \$100 a month during the year. Our records show that the total monetary value of the ROTC scholarships was \$333,497, or an average of \$1,108 per student.

Total scholarships, numbering 454, show a total value of \$450,297, or an average of \$992 per recipient.

The Harry S. Dent Americanism Scholarship was presented for the first time at the Awards Parade on May 19. This scholarship is valued at \$500 and is awarded on the basis of a paper submitted on Americanism.

The Albert I. Love Memorial Scholarship Fund was established and will produce a \$400 a year scholarship beginning with the 1973-74 academic year.

The Henry Deas Scholarship, in memory of Colonel Henry Deas who was a member of the Board of Visitors at the time of his death, will be awarded for the 1973-74 academic year.

G. Student Loan Program:

On June 30, 1972, the 1958 Higher Education Act, which created the National Defense Student Loan (NDSL), Educational Opportunity Grant (EOG), and the Federally Insured Loan (FIL) was amended by the Education Amendments of 1972 P. L. 92-318. This Act has established new Federal loans and grant programs which are being implemented with the 1972-73 school year.

At the writing of this report, details and guidelines for these programs have not been completely constructed. However, there will be some three divisions of Federal aid: (1) Basic Grant (Maximum of \$1,400 per student, less the amount which can be contributed by the student's family), (2) Supplemental Grant (similar to the present EOG Program with much the same guide-

lines), and (3) Loan Programs (similar to the present NDSL and the FIL with need being the major factor in determining the award).

In addition to these upcoming changes, a new loan program has been established in the Financial Aid Office through the United Methodist Church for Methodist students. The initial allotment to The Citadel was \$1,500.

The 1971-72 academic year has closed with sixty-nine students being assisted through the National Defense Student Loan (NDSL) Program. Awards totaling \$44,683 were made to these students for an average of \$648. It should be noted that this average is a decline from last year and is attributed to the fact that a number of awardees withdrew after the first semester and additional one semester awards were made during the spring semester.

Over the past fourteen years, this program has made it possible to award loans in the amount of \$493,142.00 to 903 borrowers. As of June 30, 1972, \$16,209.11 was earned in interest, loan repayments totaled \$114,157.54, and there is \$366,160.06 in outstanding loans. The amount for outstanding loans excludes \$8,704.80 which was cancelled due to the death of ten borrowers and \$4,119.60 which was partly cancelled under the teacher cancellation clause of the NDSL Act.

For the LeTellier Loan Fund, one application in the amount of \$120 was received from the Class of 1972. This award was made. No loans were requested by the Class of 1973.

Under the United Student Aid Funds, Inc. Loan (USAFIL), The Citadel has accumulated a guarantee capacity of \$212,500. Through June 30, 1972, \$160,180 of this has been committed through 207 loans.

In addition to The Citadel account, the state maintains both state and Federal Reserve accounts, which The Citadel is allowed to write loans against. Through the close of this fiscal year, 210

loans have been written against these accounts for an outstanding dollar amount of \$147,958.

A total of thirty-seven loans were made through these programs for the 1971-72 year.

A total of 210 students who were non-residents of South Carolina were referred to their home state Guaranteed Loan Program (FIL). Aid from these programs reflect an estimated dollar value of more than \$250,620.

During the 1971-72 academic year, thirty-six students were given Educational Opportunity Grants (EOG) totaling \$21,190. These grants range in dollar value from \$200 to \$1,000 with an average grant of \$589.

H. *Placement:*

The primary purpose of the Placement Office is to aid members of the senior class and, in some instances, alumni secure employment. This is done mainly through individually scheduled interviews with the numerous company representatives who visit the campus. Underclassmen are helped in securing summer jobs. Graduates of other colleges occasionally use the service of this office.

Again this year The Citadel experienced a drop in the number of companies visiting the campus. This was in keeping with the natural trend, as more and more companies are curtailing campus visits due to the decrease in job openings. However, we have been assured by the greater majority of the companies who have recruited at The Citadel in the past several years that they will resume their on-campus recruiting as soon as the situation improves.

There were forty company visits to the campus resulting in 424 individual interviews. There were thirty-nine job offers and nineteen acceptances.

Monthly salaries offered this year were \$750 to \$1,000. These average about the same as last year.

In addition to these figures, the Placement Office assisted numerous other seniors in finding jobs with companies which did not visit the college.

I. Alumni Activities:

It has been most gratifying to note the manner in which the alumni have responded to some of our programs, in particular the Cadet Procurement Program (CAPP) and The Citadel Development Foundation (CDF). Details are included elsewhere in this report, but the help received from our younger alumni working with CAPP is worthy of special mention.

This alumni enthusiasm is further evidenced in the increased activities of The Citadel clubs, including the forming of clubs in Rock Hill and Georgetown. Organizational plans are underway in several other areas.

Membership in the Association increased again over the previous year. There were 136 more annual members and 137 new life members. This is one of the largest numbers of life members ever joining in one year.

The aggregate book value of the thirteen trust funds of the Association is \$335,710.44, plus an estimated amount in excess of \$125,000, the income from which is not available due to restrictions in the trust indenture. In addition there is a Special Reserve Fund of \$25,083.72 set aside for future contingencies. Included in the thirteen trusts are two new scholarship funds, the Hugh P. Harris Scholarship Fund and the James W. Duckett Scholarship Fund which were established this year. Twelve scholarships ranging in value from \$200 for one year to all expenses for four years were granted during the year from the scholarship funds.

We tried a new idea at Homecoming by having the wives of some of our young Charleston graduates register the returning alumni. This proved highly successful, and we plan to follow the same procedure this year. Eight classes held reunions at Homecoming, while the Class of 1922 celebrated its 50th Reunion at Commencement.

Four issues of the *Alumni News* were published during the year. One issue featured The Citadel Summer Camp for Boys, and an abbreviated copy was sent to all non-members of the Association. It contained the story on the Boys Camp and several other pages of the magazine chosen at random. The purpose of this was to tell all graduates the story of the Boys Camp while stimulating their interest in what was on the missing pages. We received a number of new memberships due to this.

There were sixty-one known deaths of Citadel graduates including one killed in Vietnam. We now have a record of the deaths of fifty-three graduates and eight non-graduates as a result of hostile action, and six others listed as missing. Two graduates have been confirmed as POW's. We know of five graduates who are double amputees and one who is mentally incapacitated as a result of wounds.

We have now graduated 12,505 men (including the 1972 May class) of whom 10,831 are living.

J. *The Citadel Development Foundation:*

The Citadel Development Foundation once again surpassed the previous year's accomplishments. Alumni giving totaled \$78,874, an increase of fifty-eight per cent. The number of alumni who made gifts was at the alltime high of 1385 reflecting a participation level of 12.8 per cent. The largest gift from an alumnus (\$25,000) in the history of the Foundation was received in December. Total income for the year was \$120,499.

At the annual meeting in February, Edwin P. Latimer, Citadel 1931, was elected president; Colonel Samuel A. Wideman, Citadel 1929, vice president; and Commander James I. Young, Citadel 1946, was reelected secretary-treasurer. James C. Self, Jr., and Frederick E. Harris, III, Citadel 1941 and 1962, respectively, were elected to serve as directors of the Foundation. The Chairman of the Board of Visitors began serving as an ex-officio member thus giving the governing body of the college direct liaison with CDF for the first time.

In July, Maj. Richard W. Rieger became executive director of the Foundation. He is devoting his major efforts to the area of major giving from all sources; i.e. alumni, friends, corporations, and foundations.

The Foundation has given me \$30,140 for educational purposes to be utilized this coming year. Most of these funds will be for research carried out by our faculty with \$4,000 used to purchase an additional mini-bus for academic field trips. Since the Foundation's inception, more than \$108,000 has been granted for the academic enrichment of the college.

The assets of the Foundation exceed \$450,000, an increase of \$150,000 since last year. Income from this endowment provides "venture capital" for research, graduate and postgraduate study, and the purchase of equipment which appropriated funds do not cover.

ACADEMIC AFFAIRS

A. General:

The full-time student enrollment was initially distributed among the various courses of study as follows:

**1st Sem.
1971-72**

Biology	10.3%
Business Administration	29.7%
Chemistry (B.S. and B.A.)	4.2%
Civil Engineering	7.3%
Education	5.8%
Electrical Engineering	5.5%
English	3.1%
History	10.6%
Mathematics (B.S. and B.A.)	2.0%
Modern Languages	0.8%
Physical Education	4.3%
Physics	1.0%
Political Science	14.3%
Psychology	0.8%

There was a slight increase in science, biology, education, physical education, and political science, and a decrease for business administration.

Degrees awarded on May 20, 1972 were:

B.A.

Chemistry	10	2.7%
English	14	3.8%
History	51	13.9%
Modern Languages	6	1.6%
Political Science	45	12.2%
	<hr/> 126	<hr/> 34.2%

B.S.

Biology	23	6.3%
Chemistry	0	0.0%

Education	26	7.1%
Mathematics	4	1.1%
Physical Education	10	2.7%
Physics	4	1.1%
	<hr/> 67	<hr/> 18.3%
B.S. in Business Administration	140	38.0%
B.S. in Civil Engineering	17	4.6%
B.S. in Electrical Engineering	18	4.9%
	<hr/> 368	<hr/> 100.0%
Master of Arts in Teaching	29	

The group graduating on May 20, 1972 was one of the larger classes in the history of the college, an increase of twenty-eight over the previous year. The per cent receiving B.A. degrees and B.S. in Civil Engineering again decreased, while the per cent in biology, business administration, and education showed an increase.

Fifty-one members of the Class of 1971 received degrees at the end of the summer session to give that class a total of 406 graduates. In addition, forty-seven MAT degrees were awarded at the August commencement.

Indicators of academic success include the per cent of students making the Dean's List and the per cent achieving all passing grades. During 1971-72, the trend continued to show higher percentages of the upper classes making the Dean's List in each semester. (It is a curious fact that for four of the past seven years the per cent of freshmen on the Dean's List was less for the second semester than for the first, while for three years the per cent was the same. Evidently something happens to the better students in that second semester which causes some of them to fall down in their grades.) Also the per cent of each class in each semester failing one or more or two or more courses decreased. Since little change has been

observed in the preparation of students as indicated by the average SAT scores, the upward trend in grades may be due to better instruction by professors and higher motivation of students or to easier grading practices. This experience has been observed at many institutions with no definite reasons noted as to the causes.

Continued evaluation of our academic programs resulted in the authorization of approximately thirty new courses in the several departments by the Academic Board during the year, and in the deleting of three courses. The Department of English reorganized its curriculum to provide better preparation of English majors for graduate study and a wider variety of elective courses for all interested in the subject. The need for specialized electives for Naval ROTC cadets caused new courses to be developed in naval history and in national security. Increasing enrollment in business administration and biology was the reason for more elective courses in those departments. New electives in sociology and in fine arts, including two studio courses in art and two in music theory, will make available additional electives which are expected to be of interest to many students. The new courses in the humanities and social sciences will aid in filling a longstanding need for additional electives in these fields.

During the year approval was received from the Commission on Higher Education to offer a major in Special Education leading to the MAT degree, and to establish the program for the degree of Master of Business Administration. Early indications point to considerable demand for these new programs. The granting of degrees for work done in the Evening College was also approved by the Commission during the year. The availability of these degrees should result in greater enrollment in the evening courses for which cadets are not eligible.

The teaching faculty numbered 150 full-time and two part-time members. There were four full-time laboratory maintenance technicians. At the beginning of the year, sixty-nine had the termi-

nal degree for the positions they occupy or courses they teach. Among the full-time faculty, there were thirty-two professors, forty associate professors, and seventy-eight assistant professors. Six members of the faculty on leave of absence for graduate study received stipends from the college, and one was awarded sabbatical leave for one semester. The Ph.D. degree was achieved during the year by three faculty members.

Much progress has been made in activities designed to recognize superior teaching and to encourage faculty development by advanced study or research projects. Including funds allocated for these purposes from The Citadel Development Foundation, the Mildred Pickett Fund, together with contributions from Messrs. R. Hugh Daniel and James C. Self, a total of \$44,230 was distributed to members of the faculty as follows: superior teaching awards, \$3,600; faculty stipends for graduate study, \$19,990; for research projects, \$16,240; and for advanced study projects, \$4,300.

Scholarly activities by members of the faculty resulted in an increasing number of papers presented at regional or national professional societies, and of papers published in professional and scientific journals. Books were published during the year by three professors: Lt. Cols. E. L. Lee, Jr., J. R. Doyle, Jr., and L. H. Addington. In view of the expanding graduate program and the self-study now underway for re-accreditation by the Southern Association of Colleges and Schools, it is important to encourage the continual development of the faculty not only as effective teachers but also as research scholars.

Cash awards for superior teaching and services above and beyond the call of duty were made possible this year by Mr. R. Hugh Daniel, Mr. James C. Self, and an anonymous donor. The recipients were: Col. C. L. Anger, history; Maj. M. L. Infinger, business administration; Maj. W. G. Nichols, history; Capt. P. R. Benson, political science; Capt. A. T. Hathaway, mathematics; and Capt. B. J. M. Kelley, Jr., biology.

Some highlights of the academic departments are presented under the separate departmental headings.

B. *Biology:*

At the beginning of the fall semester 212 students were majoring in biology. The rapid growth of the past few years has leveled off, so that future size of the department will depend on the size of the overall enrollment in the college.

The new facilities in Duckett Hall have proven adequate, but office space is already taxed. Col. John K. Reed, Professor and Head, replaced Maj. Robert E. Baldwin, Associate Professor and Acting Head, on Aug. 25, 1971. Major Baldwin returned to full-time teaching. Capt. Dennis M. Forsythe returned from a leave of absence granted him to work on the Ph.D. degree during the 1971-72 academic year at Clemson University. Capt. F. Lance Wallace, who replaced Captain Forsythe during the year, was retained on a temporary appointment. The total faculty now stands at eleven members, including Capt. B. J. M. Kelley, Jr., who received an award for outstanding teaching this year.

Four new courses have been added to strengthen the curriculum in biology. The staff members are showing an increasing interest in research as evidenced by activity in that area. Three faculty members received research grants from The Citadel Development Foundation; seven papers reporting on research were presented at regional or national scientific meetings; and ten papers were published in national journals.

The faculty in the department is making use of the new twelve-passenger mini-bus purchased by the college to facilitate taking classes on field trips. Off-campus trips are scheduled both during the regular school year and during summer school.

C. *Business Administration:*

The Department of Business Administration continues to be the largest department in the college in terms of academic majors and in number of students in classes. Approximately thirty per cent of all students are business administration majors.

The department was saddened by the death of Lt. Col. Arthur E. Buckley on Feb. 20, 1972. He had been a valuable and popular member of the department since 1966.

Two new programs were approved during the year, each of which should prove to be valuable enhancements in the scope of services provided to the community. The Commission on Higher Education approved a Master of Business Administration program to begin in the fall semester 1972. This program is one for which there is a great deal of demand and will provide a much needed service to the community. The Board of Visitors also approved the granting of a Bachelor of Science in Business Administration degree through the Evening College program. This degree granting program will attract additional students to our Evening College.

Some greatly needed improvements were made in our facilities and equipment during the year. Ten faculty offices were remodeled in a very appropriate manner, and eleven classrooms were air conditioned. These improvements provide an attractive environment and will be of benefit to students and faculty. The old equipment in our statistics laboratory has been replaced with the most modern and efficient electronic machines. All of these improvements will increase the effectiveness of our educational program.

Two members of the department, Capt. J. H. Wittschen and Capt. J. W. McAlhany, were awarded the Ph.D. degree during the year. This increased to ten the number of faculty members holding the Ph.D. degree, the J.D. degree, or the C.P.A. certificate.

The department continued to operate in an efficient and effective manner during the past year. This is due to the loyalty and co-operation of the faculty, seven of whom have been on the faculty for over twenty years.

D. *Chemistry and Geology;*

Although the continuing unfavorable employment picture in the ranks of scientists and engineers across the country has caused a number of prospective chemistry majors to change their major course of study to another field, our chemistry majors this year have had little difficulty. All have either entered medical schools, the Armed Forces, or gotten jobs with appropriate commercial firms. We have at present a total of seventy-six departmental majors, and early indications forecast some improvement in scientific employment and similarly, we hope, for an increasing number of students electing to major in chemistry for the forthcoming year.

Our new building and superb laboratory facilities continue to make the teaching of chemistry easier and more effective. We still need to replace exhaust fans in the freshman laboratories, but this is, of course, subject to the availability of funds.

We have had no change in the chemistry faculty for this year. Lt. Col. C. F. Jumper, professor of chemistry, has prepared a paper for publication during the summer which was prepared during his sabbatical leave in the second semester. Other department members were active in professional and scientific organizations throughout the year.

Plans for the future include the design and application of a major in chemistry under the MAT program. This, of course, will have to be submitted through the normal channels and approved at each level up to the Higher Education Commission.

E. Civil Engineering:

At the beginning of the fall session there were 154 students majoring in civil engineering.

New equipment has been purchased for the asphalt, sanitary engineering, surveying, and calculating laboratories. Painting has been done to hallways, classrooms, and exterior of LeTellier Hall.

Emphasis on graduate work for better students continues. Last year, five students continued to graduate school, most with substantial financial aid. This year two students will attend graduate school, both with excellent grants. Unfavorable publicity concerning lack of jobs for those with graduate degrees has decreased the number desiring to go.

The concentrated program to orient, advise, and encourage civil engineering freshmen is being continued in order to motivate these students to put forth the proper effort to remain in civil engineering. This year all professors are giving lectures to freshmen concerning their particular specialties.

A seminar was held in order to bring to students authorities in particular phases of civil engineering. A most successful seminar on "Designing With Wood" was held with speakers from Southern Forest Products Association.

A fifth grant of \$1000 per year has been received from the South Carolina Asphalt Pavement Association to be used for equipment, seminars, and research activities in connection with asphaltic materials. In addition, students are engaged in minor projects in fulfillment of senior research project requirements. Projects have gained much favorable comment from the Engineers' Council for Professional Development (ECPD) visitation authorities.

Capt. Thomas C. Evans, Jr., has received a grant of \$700 from The Citadel Development Foundation to conduct research on steel trusses.

Members of the faculty have been active in professional societies and have attended many meetings and seminars. All members are registered professional engineers or architects.

The Citadel Student Chapters of the American Society of Civil Engineers (ASCE) and the American Road Builders' Association (ARBA) have held technical meetings and have held joint meetings with The Charleston Civil Engineers Club and Eastern Branch, ASCE.

F. *English:*

The Department of English made notable progress during the year in the revision of its curriculum. The new curriculum both broadens the selection of courses for majors and provides more direction, so that now the English major is graduated with a better balance between required and elective courses, both in and outside his major.

Toward the end of the academic year, English majors numbered altogether sixty-eight; approximately sixteen per cent of this number transferred in 1971-1972 from other majors.

A committee was formed under the chairmanship of Maj. M. M. Brennan to provide guidance and information for majors planning to attend graduate and professional schools, and to take qualifying examinations, such as the GRE.

English courses held their popularity in the Master of Arts in Teaching program, both for major and minor work—Lt. Col. Hazen C. Carpenter's new courses in comparative literature proving especially attractive.

Lt. Col. John R. Doyle, Jr., added to his list of publications

a critical biography of the poet Francis Carey Slater, published by Twayne in its authors' series. Colonel Doyle also was the 1971 recipient of the Algernon Sydney Sullivan Award.

Three members of the department received grants to continue graduate study and research in the forthcoming year: Maj. W. L. Holbein, Capt. J. A. W. Rembert, and Capt. J. M. O'Neil. Captain Rembert, who obtained his doctorate at the University of North Carolina, will spend a second year at Cambridge University in England to complete research for a book on Jonathan Swift.

The department lost two members during the year: Capt. Bryan Nichols resigned, and Lt. Col. Howard P. Whitney died on Dec. 22, 1971. Colonel Whitney, who had recently reached retirement age, joined The Citadel faculty in 1947. He gave The Citadel twenty-four years of loyal and superior service.

G. *Electrical Engineering:*

A total of 113 students majored in electrical engineering during the past year. This is a decrease of only nine from the previous year and is a much smaller decrease than the national average. The department continues to attract a high percentage of veteran students. Forty-four per cent of the electrical engineering majors are veteran students.

Two cadets were admitted to graduate school this year.

H. *Education:*

The Department of Education continued its annual expansion in course registrations and services during the year 1971-72. The significant expansion in registrations was at the graduate level, going from 613 in 1970-71 to 1215 in 1971-72. A new course which permits second-year undergraduate education majors to spend time

observing public school teachers in action was inaugurated with success and enthusiasm. Special Education was approved under the MAT degree program which was very significant. Off-campus courses were provided at Moncks Corner.

The departmental activities in the community and the public schools expanded with more of the professors giving freely of their time and talents. The professors continue to upgrade their qualifications and teaching skills through pursuit of terminal degrees. The department head participated in an educational seminar in Moscow and other major cities of Eastern Europe and Siberia. The Master's Degree in Guidance and Counseling holds first priority in the expansion of the MAT program by the department.

The opening of the year found Maj. W. P. Rhett, Jr., and Capt. R. N. Robinson returning to their duties following doctoral studies at Auburn and Emory, respectively. Capt. H. C. Hudson returned in January following graduate study at Indiana. Capt. J. Ravoirra succeeded Capt. M. J. Lenhardt as assistant professor in art education. Capt. E. A. Yarnell, Ph.D., Ohio State University, joined the department in the fall as assistant professor of education as did Capt. A. E. Eads, Jr. The forthcoming year will find faculty changes as a result of retirement, resignation, and departmental expansion. Captain Robinson has resigned, and Mr. Vernon Weston is retiring at the close of the first summer session. Capt. J. K. Shelton will take a year off to pursue a terminal degree at Virginia Polytechnic Institute during the coming year. Three new professors have been employed for the coming year with a vacancy remaining in Special Education. Numerous visiting professors are employed by the department to assist at both the graduate and undergraduate levels in the evening and summer programs.

I. *History:*

The History Department reversed the decline of the previous year and the enrollment (222) and percentage of majors was slightly

larger in the second semester. To meet new interests and needs, two undergraduate courses, History of Naval Warfare and Studies in Military Affairs Since the Eighteenth Century, were added. On the graduate level, a new course, The New South, should prove of timely value to public school teachers. The members of the department were exceedingly active in professional activities. Lt. Col. E.L. Lee, Jr., and Lt. Col. L.H. Addington each had a book published, and two other members of the department had articles published in scholarly journals. Four other members read papers at professional meetings, and nearly all of the history faculty were active as speakers before various groups. Both Col. C. L. Anger and Maj. W. G. Nichols received an award for superior teaching. A history major, Cadet David Sessoms, received an Army Graduate Fellowship, the first awarded at The Citadel. In a year of exemplary achievement the one loss was the retirement of Col. Morgan Goodhart, USAF (Ret.), who had proved an effective instructor in his twelve years of service.

J. *Mathematics:*

The new program leading to the B.A. in Mathematics is proving successful. Fourteen students have elected the program in this first year. It is expected this program will have an increasing appeal and that it will meet the needs of students with diversified interests.

Two members of the senior class have received graduate assistantships in mathematics for next year. Good reports have been received concerning the progress of former graduates now pursuing advanced work in mathematics.

The department has attended meetings of professional societies and has helped organize and conduct a Mathematics Colloquium in cooperation with other local colleges. Meetings were held twice a month at the various campuses and it seems to be promoting a greater mathematical interest in the community.

Capt. W. T. Trotter presented two research papers at meetings of the American Mathematical Society and has had two papers published in mathematics journals during the year. He has been awarded a Citadel Development Foundation grant to continue his research. His activity has resulted in an invitation to serve as a visiting member of the faculty of Dartmouth College next year. As his replacement, Dr. Jean-Marie Paul Pages, from the University of Alabama, has been given a one year appointment.

Continued success of the MAT program is shown by the fact that seven students majoring or minoring in mathematics graduated in 1971 and nine are expected to complete the degree this year.

The National Science Foundation has again renewed its grant for the fifth consecutive year to provide an in-service institute for thirty teachers. This support is having a profound effect on the training of local mathematics teachers. Our entire graduate program is stronger with the acquisition of a fourth Ph.D. in the department.

K. *Modern Languages:*

The departmental self-study committee, headed by Lt. Col. D. D. Johnson, revealed among other facts of statistical interest the following well-balanced distribution in faculty requirements and faculty capabilities for the first semester of the 1971-72 academic year.

	No. Instructors	No. Doctorates	No. Students
German	2½	1	175
French	5	2	350
Spanish	5	2	350

Although already seven years old, the language laboratory is still the showpiece of the department and continues to fulfill its

key function of reinforcing those aspects of the foreign language that have already been introduced in the classroom, while facilitating the overall learning process. What is unique in our program is an integrated system, the laboratory being an extension of the classroom for language drill attended by student and teacher alike. In the evening the laboratory is also available for voluntary audio-lingual practice.

L. *Physical Education:*

The major thrust of the Department of Physical Education is in the following areas:

1. Professional Physical Education Majors Program
2. Required Physical Education Program
3. Intramural Program
4. Athletic Sports Clubs Program

The number of physical education majors was at an all-time high of eighty-three. Five of the nine seniors held the cadet military rank of captain and six made the Dean's List. The rising senior class (twenty-four) will be the largest ever.

Under the Director of Intramurals 180 cadets administered an intramural program in which over 1400 cadets participated in a twenty-four-activity program. The largest number of team sports participants (1018) was in flag football with jogging entertaining the largest number (463) of individual and dual sports participants.

Adult physical fitness (exercise of the heart, body, weight control, and "life-time" or carry over sports) was emphasized in the Required Physical Education Program. The primary objective of this program is to provide each cadet with essential knowledge and skill to make an intelligent decision concerning his own fitness needs.

A total of 127 cadets participated with the Bowling, Crew, Gymnastics, and Karate Athletic Sports Clubs. They participated

in twenty-one dual meets, one regatta, and three tournaments in four southern states.

The physical education faculty's (eight) professional involvement, which was quite extensive, was highlighted by two of its members being invited to participate in foreign countries. Col. J. W. Dellastatious presented two papers at a health symposium in London, England, and Maj. M. H. Ezell, Jr. participated in the 12th Annual Session of the International Olympics Academy in Greece.

M. *Physics:*

The changes in the physics courses for majors which were adopted last year have worked out well: the students are getting a better preparation for graduate study and fewer contact hours are required of the staff. Our physics majors do well at graduate schools such as Duke, Cornell, Georgia, and the University of Missouri, and this fact indicates that our training is sound.

The three introductory physics courses which form the bulk of our teaching are in good condition but require steady modification to match changing needs. The course for non-science majors has changed radically from emphasis on numerical calculations in the field of classical physics to stress laid on understanding basic principles and applications to modern problems. Student reaction has been favorable, and it is felt that this course will attract an increasing percentage of those who have the option of physics, chemistry, or biology. For the introductory physics for science majors, plans are in progress to reduce coverage of those topics adequately treated in civil engineering and electrical engineering courses and to increase the treatment on modern physics so that the student will be better prepared to meet the demands of these rapidly changing disciplines.

All the physics rooms were surveyed for mercury contamination.

tion and two of the large labs exceeded the safe limits. The floors were cleaned, tile flooring installed, and precautions taken to avoid future spilling of mercury. All the electrical outlets were converted to three prong grounded outlets. The D. C. generators have been replaced by electronic power supplies which can be shorted with complete safety. Storage facilities have been modified so that all lecture demonstration equipment is stored in one room.

Capt. J. C. Berlinghieri is undertaking special studies at The Catholic University of America, Washington, D.C., and the University of California at Los Angeles during the summer with the aid of The Citadel Development Foundation. Maj. J. C. Byrd, Jr., is attending a special session on electron spin resonance at the University of South Carolina under the sponsorship of the National Science Foundation. Maj. J. H. Bailey will be working this summer with an electron microscope group at the Medical University.

Most of the physics' budget was used to purchase modern laboratory equipment, but it is clearly inadequate. Our major task for the next year will be modernizing both our lab equipment and our demonstration equipment. A special committee will study this problem and develop specific plans.

We are encouraging high schools in the Charleston District to bring their science students for a lecture and lab demonstration on topics in modern physics. One hundred and twenty students participated last year, and our hope is that good students will be guided to The Citadel.

N. Political Science:

The Department of Political Science is the second largest department in the college. There are approximately 250 students enrolled as majors and slightly more than seven hundred students take courses in the department each semester. Political science students have represented The Citadel at foreign affairs and urban

affairs conferences at the Military, Naval, and Air Force Academies.

All faculty members of the department are members of the Southern Political Science Association and the South Carolina Political Science Association. Lt. Cmdr. M. L. Boykin, Capt. T. A. Baker, and Capt. R. P. Steed have received grants from The Citadel Development Foundation for postdoctoral research. Several members of the faculty published professional papers during the year. One member delivered a paper at the Executive Seminar Center, Oak Ridge, Tenn.

Lt. Cmdr. M. L. Boykin obtained the doctorate from the University of Alabama. Capt. L. W. Moreland is currently pursuing the terminal degree.

In September 1971, the department increased its elective offerings by adding the following course to the curriculum: National Security Policy. Additional electives will be added in the future.

Members of the department continue to be very active in the community.

O. *Evening College:*

During the 1971-72 academic year, major changes were made in the Evening Program. First, the designation Evening Program was changed to Evening College which is a more descriptive term and should enhance the evening college concept. Second, degree programs were established in business administration and education. Students may pursue courses of study in the Evening College leading to a B.S. in Business Administration or a B.S. in Education. Third, tentative approval was given by the President for an interdisciplinary program leading to a B.A. or B.S. in General Studies. A recommendation has been submitted for a B.A. in General Studies. Fourth, tentative approval was given to submit a proposal to administer an off-campus program to naval person-

nel at the Charleston Navy Base, e.g. Program for Afloat College Education (PACE).

Individuals in the Berkeley-Charleston-Dorchester area are realizing ambitions as a result of The Citadel Evening College. The program has been advertised as one geared to the educational needs of mature adults, including those high-school graduates who wish to work toward a degree while employed, those desiring to continue interrupted college programs, those desiring to qualify for (or renew) elementary and secondary teaching certificates, and those desiring college-level activities to fill increasing leisure hours. A concerted effort was made to disseminate the evening college concept of continuing education to the residents of the Trident area.

During the fall semester there were 273 students enrolled in the Evening College. Total course enrollment was 353. The above figures do not include ninety-one graduate students enrolled in undergraduate courses for graduate credit. Of the forty-five different courses offered to students, there were sufficient numbers to keep thirty courses. During the spring semester there were 286 students enrolled. Actual enrollment exceeded three hundred students; however, course cancellations dropped the final enrollment figure to 286 students. Total course enrollment was 380. The above figures do not include ninety-nine graduate students enrolled in undergraduate courses for graduate credit. Of the fifty-four different courses offered to students, there were sufficient numbers to keep thirty-three courses.

P. Summer School:

Enrollments continued at a high level as follows:

	2nd Half 1971	1st Half 1972
Cadets, prospective cadets, and special students (ex-cadets)	466	559

Veteran students and evening students	202	200
Non-Citadel transient students	351	392
Graduate students	230	323
	<hr/> 1,249	<hr/> 1,474

The total for the second half of the 1971 session was the highest yet experienced in any year for that term. It was again necessary to go outside our own faculty to employ some exceptionally well qualified professional educators as well as visiting professors from institutions such as Winthrop College, the University of Pittsburgh, and George Washington University. Cadet enrollment decreased for the fourth consecutive year, and the number of transient students from other colleges was also less than the year before.

The graduate programs in the summer sessions continue to show increasing enrollments in each succeeding term. There are more MAT degrees awarded at the August commencement than in May since public-school teachers and administrators may take up to four courses during the summer but only one in a regular semester. By providing many opportunities for teachers to enhance their academic preparation, the college is making a distinct contribution to the cause of quality education in the lowcountry.

Q. Graduate Programs:

The Master of Arts in Teaching (MAT) program, now in its fourth year of operation, continues to grow. This growth is reflected in increases in admissions, enrollments, and available course offerings.

Presently, 1,176 applications for admission to MAT graduate study have been approved. Student enrollments and course enrollments show steady increases. In the 1971 First Summer Session, 288 individuals enrolled with a course enrollment of 457. In the 1971 Fall Semester, 315 individuals enrolled with a course enroll-

ment of 402. Figures for the 1972 Spring Semester show a student enrollment of 349 and a course enrollment of 433.

Seven graduate courses were available to MAT students during each semester of 1968-69. During this academic year twenty-one courses were available in the fall and twenty-three courses were available in the spring.

Forty-seven candidates, twenty-seven women and twenty men, were awarded MAT degrees at commencement exercises Aug. 27, 1971. Major fields of study were secondary education (twenty), secondary school administration and supervision (nine), English (six), history (five), mathematics (five), biology (one), and elementary administration and supervision (one). Twenty-nine candidates, seventeen women and twelve men, were awarded degrees at exercises held May 20, 1972. Major fields of study were secondary education (ten), secondary administration and supervision (nine), English (five), mathematics (three), biology (one), and history (one).

The Graduate Council approved new MAT majors in chemistry, the natural sciences, and physical education. These proposals are now in preparation for action by other approving bodies. Approval of five graduate courses in chemistry and two graduate courses in geology accompanied the approval of the major in chemistry. The proposed major in the natural sciences is built upon the existing major in biology, an existing methods course in physics, and the pending program in chemistry. Approval of eight graduate courses in physical education accompanied the approval of the major in physical education. Also approved by the council were seven advanced courses in education, one (Seminar in Eastern European Education) of which is an experimental and co-operative venture with Kent State University and national professional groups.

During the fiscal year 1971-72, the Commission on Higher

Education approved The Citadel's request to offer a Master of Business Administration. This program will be offered as part of the Evening College with the first candidates to be enrolled in the fall of 1972. There has been considerable interest shown in such a program and it is hoped that it will flourish in the same manner as has the MAT program.

The increasing number of applicants and increasing enrollments give evidence that The Citadel has made appropriate decisions in its present choices of graduate programs.

R. *Computer Center:*

The Citadel Computer Center processed 16,779 student programs this past year, about fifty per cent more than the number handled in the previous year. This increasing activity continues a trend of several years as students and faculty members in most departments are finding more uses for the computer in their course work.

All students, from freshmen through seniors and graduate students, can use the services of the Computer Center, either by writing their own programs or by making use of the constantly growing library of package programs.

MILITARY AFFAIRS

A. *General:*

Col. B. F. Hood, the Professor of Military Science, continued to serve as Commandant of Cadets during college year 1971-72. The Professors of Naval Science and Aerospace Studies served as Deputy Commandants.

Under the provisions of Department of Defense Directive

1215.10, Army Regulations 145-25, and Air Force Regulations 45-25, a joint inspection of the military program of the college was conducted on Sept. 22, 1971. The Citadel met all requirements to continue its designation as an "essentially Military College" for 1971-72.

B. State of Training and Discipline of the Corps of Cadets:

Continued emphasis was placed on the development of leadership and training within the Corps of Cadets. To this end, additional training on how to teach the fundamentals of drill was given to cadet noncommissioned officers during cadre training week. Progress was noted in this area, but continued emphasis is needed in future years. The policy of not permitting physical punishment (including pushups) to be awarded to fourthclassmen for violations of fourth class customs was continued.

U.S. Army, U.S. Navy, U.S. Marine Corps, and U.S. Air Force officers assigned to the ROTC detachments continued to perform the duties of battalion and company tactical officers and the officer-in-charge, in addition to the duties prescribed by their respective services. Also, these officers and enlisted men continued to give unselfishly of their time and talents in support of many of The Citadel's extracurricular activities. Among these were:

1. Coach of the varsity rifle team.
2. Coach of the varsity sailing team, the crew team, and advisor to the yacht club.
3. Advisor to the Summerall Guards, the Junior Sword Drill, The Citadel flying club, Arnold Air Society, Cordell Ranger-Airborne Club, Association of the U.S. Army, and the Society of American Military Engineers.

Several procedures were instituted during the year to tighten discipline. Pass and leave policies were revised to prevent un-

authorized cadets from leaving the campus. Three campus gates were closed which permitted more efficient gate control on cadet passes. The college schedule was reviewed and all weekends were designated as "open" or "closed." This system provided greater attendance at military activities on closed weekends and at the same time encouraged the scheduling of extracurricular activities on open weekends. With the cooperation of the sponsors of extracurricular activities, far fewer cadets sought to be excused from drills and parades this year.

At the same time, existing regulations such as the requirement for "all-in" at the beginning of evening study, the requirement for academic proficiency for keeping a car on campus, and a limitation on keeping civilian clothing in barracks were revised and reinforced.

The senior-freshman sponsorship program was reviewed and codified so that all cadets knew of its provisions and limitations. This program worked well this year to the mutual benefit and satisfaction of both classes.

A program of faculty sponsorship of each fourthclassman was initiated. Faculty members were encouraged to sponsor approximately six fourthclassmen. The cadets were invited into faculty homes and counseled.

During SY 1971-72 the disciplinary system was revised to better utilize the automatic data processing system. All delinquency reports are now forwarded to the machine record room for print-out on the weekly delinquency list (D/L). After the D/L has been examined by the cadets and the tactical officers, it is refined and run in final form and then becomes the basis for the monthly unsatisfactory conduct list.

C. *Operations and Plans:*

At the beginning of cadre training for SY 1971-72, the Corps

of Cadets was reorganized into a brigade consisting of four battalions. The system used in the selection of cadet officers and non-commissioned officers for SY 1971-72 proved quite successful during the year. Refinement and further improvement in that system were accomplished and utilized in the selection of cadet leaders for SY 1972-73.

The appointment of tactical officers as officer representatives for each athletic team so as to bring about better coordination and closer liaison proved quite successful and will be continued.

The placing of secondclassmen in positions of leadership as replacements for firstclassmen during a three-week period preceding graduation was continued again this year. This practice, coupled with specialized training programs conducted by the ROTC detachments, better prepared the cadets for summer camp and the assumption of positions of responsibility in the Corps in the fall.

The Summerall Guards experienced an active year. The Guards performed on a number of occasions with the objective of gaining favorable recognition for The Citadel. To this end, in addition to the "at home" performances on Parents' Day, Homecoming, and Corps Day, the Guards performed at Kids' Day at the Charleston Air Force Base; the Gasparilla, Tampa, Florida; Cherry Blossom Festival, Washington, D.C.; in San Antonio, Texas; and at East Carolina University, Greenville, N.C.

The Band again represented The Citadel on a number of occasions. This included The Citadel pep rally at the Saint Andrew's Shopping Center; a parade and concert at Disney World, Orlando, Florida; and Veteran's Day Parade in Charleston. In addition, elements of the Band performed at Kids' Day Charleston Air Force Base; Saint Andrew's Society in Charleston and Columbia; and the Eastern Regional Bankers Convention.

The Chapel Choir sang at the Christmas Carol Service, Summerall Chapel; Charleston Kiwanis Club; the Charleston Opera Company Production "The Student Prince"; the National Presbyterian Church, Washington, D.C.; the Sixth Presbyterian Church, Washington, D.C.; Saint James Episcopal Church, Charleston, S.C.; and the First Baptist Church, Charleston, S.C., in addition to its weekly performances in the Summerall Chapel.

D. *Special Activities:*

Some 165 members of the fourth class made the trip by bus to the Davidson College vs The Citadel football game at Davidson, N. C., on Nov. 20, 1971. The trip was made without incident and served to support the Bulldogs and boost the morale of the fourthclassmen.

A new program was initiated this year in connection with Corps Day Weekend. Two cadets were invited from each of the military colleges and service academics to spend the weekend at The Citadel. The visitors were given a briefing by the Commandant, they participated in several seminars on subjects of mutual interest, and then viewed the normal activities of Corps Weekend. Response to this program was very enthusiastic and resulted in favorable publicity for the college.

E. *Uniforms of the Corps of Cadets:*

The eighteen-ounce wool uniform was approved for issue to the Corps of Cadets to replace the twenty-two-ounce uniform. The twenty-two-ounce uniform will be phased out over a three-year period by issuing the eighteen-ounce uniform to incoming fourth-classmen in August 1972, and each year thereafter.

The testing of the synthetic uniform was initiated in March 1972, and will be continued through October 1972. At that time the results of the tests will be analyzed and a decision made on

whether or not to adopt it. A light blue shirt was approved for wear with the blazer uniform. The adoption of a black name tag with white lettering was approved for wear by cadets to replace the blue name tag with white lettering. The blue name tag will be phased out by issuing the black name tag to fourthclassmen who enter in August 1972.

F. *Department of Military Science:*

1. General:

The Army Instructor Group at The Citadel was maintained at full strength during the year. The Professor of Military Science served as Commandant of Cadets and all other officers served as tactical officers. Two Army officers served in the Joint Operations Center. One officer served as The Citadel rifle team coach and three officers served as officer representatives to various varsity athletic teams.

Sixty-nine per cent of the firstclassmen and secondclassmen taking Army Reserve Officers' Training Corps (AROTC) instruction were formally enrolled in the Advanced Program. One hundred fourteen received Army commissions during the 1971-72 college year. Thirty-seven of these were in the Regular Army. Forty-four cadets were designated Distinguished Military Students. Several cadets were selected to receive national honors for their achievements. Cadet D.C. Sessoms received a coveted Army Graduate Study Fellowship, and Cadet J. D. Dailey was one of only twenty cadets in the nation to receive the National Defense Transportation Association Award.

The Citadel Army ROTC cadets continued to perform in an outstanding manner at ROTC summer camp. The cadets attended the 1971 summer camps at Fort Bragg, N.C., and Fort Riley, Kans. Thirty cadets were recommended as Distinguished Military Students by the summer camp commanders. Invitations

were extended to the college to observe the camp training. Faculty members Maj. W. L. Holbein and Maj. M. H. Ezell, Jr., accepted and visited the camp. The Professor of Military Science visited the camp at Fort Riley, Kans.

Intensive pre-summer camp training was instrumental in the overall high performance at the 1971 summer camps. An expanded pre-summer camp training program was conducted during the 1971-72 school year. In addition to training for the cadets going to summer camp, field training exercises were conducted for fourthclassmen and thirdclassmen. By starting this field training in their fourth class year, the cadets are better prepared for summer camp by the end of their second class year. This was the second year of this expanded training; a distinct improvement was noted in cadet performance and motivation. This training complemented classroom instruction and was enthusiastically received by all the cadets. The field exercises were conducted at Fort Jackson, S.C., and in the vicinity of Mt. Pleasant, S.C. These exercises provided practical training under simulated combat conditions in small unit tactics, escape and evasion, land navigation, and marksmanship training with the M-16 rifle. A new technique, "orienteering," was introduced wherein cadets were required to traverse the terrain in competition with the clock. This training was very favorably received. An added incentive was the initiation of a competitive score for success in the field training. The competition was named for the past president of The Citadel, Gen. Hugh P. Harris. A trophy was presented to the cadet in each class scoring the highest in the competition.

Supplementing the classroom instruction was a program of distinguished speakers this year, including Gen. Mark W. Clark, President Emeritus, who made a presentation in conjunction with the department's American military history course. This presentation provided the cadets a new insight into the stirring events of the early days of World War II by the commander who shaped the history. The talk was recorded on educational television and will

be available for loan to other colleges. Maj. Gen. George Pickett, Deputy Commanding General, Third U.S. Army, and Brig. Gen. Eugene M. Lynch, Commanding General, U.S. Army Flight Training Center, Fort Stewart, Ga. also spoke to Military Science Department cadets. Lt. Col. Robert Poydasheff, a Citadel graduate now with the office of the Staff Judge Advocate, gave an interesting talk on military justice in the Armed Forces.

A highlight in the year for senior contract cadets was the formal Dining-in ceremony held at the Charleston Air Force Base Officers' Open Mess. Many distinguished guests were in attendance. The guest speaker was Maj. Gen. George S. Blanchard, Commanding General, 82nd Airborne Division, at Fort Bragg. Entertainment was provided by the 82nd Airborne Chorus.

2. Army ROTC Flight Training Program:

During the 1971-72 college year, nine cadets were enrolled in the Army ROTC flight training program. Six cadets completed the program and were recommended for further training upon entering on active duty. Nineteen cadets spent a day at Fort Stewart, Ga., receiving orientation on the Army aviation program.

3. Army ROTC Scholarship Program:

During the 1971-72 college year, eighty-one cadets attended The Citadel with four-year Army ROTC scholarships, eighteen with three-year scholarships, thirty-three with two-year scholarships, and three with one-year scholarships. This was a total of 135 cadets attending with Army ROTC scholarships. In an effort to recruit Army scholarship students to The Citadel, a mass mailing was made to all Army scholarship recipients and the alternates. It is anticipated that this mailing will further increase the number of Army scholarship students attending The Citadel, thereby placing The Citadel among the highest in the nation in number of scholarship holders.

4. Leadership Training:

The Military Science program continued to emphasize the development of leadership. In its classroom curriculum, its field exercise program, and through individual counseling by Army personnel, cadets learn the characteristic responsibilities and rewards of leadership. This training has produced a high proportion of the Cadet Corps leadership and graduates in both civilian and military life who reflect most favorably upon The Citadel.

G. *Department of Aerospace Studies:*

1. General:

The objective of the Air Force Program at The Citadel is to provide instruction, motivation, and experience necessary to develop in Air Force ROTC cadets the knowledge, character, and qualities of leadership essential to their progressive development as officers in the U.S. Air Force.

Col. William M. Crabbe, Jr., became the Department Head on Aug. 1, 1970. He is a 1950 graduate of The Citadel and holds an MPA from Harvard and a Ph.D. from George Washington University. He has been appointed as Commandant of Cadets at The Citadel for the 1972-73 school year.

This year eighty-six cadets of the Class of 1972 were commissioned in the U.S. Air Force. Of this number thirty-five are scheduled for flying training, while ten are assigned to technical fields and forty-one to resource manager fields. Earlier in the academic year nineteen cadets were designated Distinguished Air Force Cadets.

1971-1972 AEROSPACE STUDIES ENROLLMENT

	No. Enrolled	No. Contracts	No. Scholarships
First Class	145	77	9
Second Class	191	56	22
Third Class	181	17	17
Fourth Class	207	18	18

Third and fourth class cadets were given indoctrination flights in the C-141 and C-5A. During this year 283 cadets participated in these flights. Charleston AFB has provided excellent support, and the cadets have been enthusiastic over this program.

This year cadets made special trips on C-141 aircraft to England AFB, La., and Fort Bragg, N.C. Twenty Air Force cadets toured the facilities at England AFB and sixty-five cadets observed The Brass Strike Exercise conducted at Fort Bragg.

The flight instruction program at The Citadel is in its seventeenth year of operation. All qualified firstclassmen are required to participate in this program. Accordingly, forty cadets were enrolled and twenty-five completed this program. Cadets receive academic credit for completion of this program.

Air Force ROTC cadets attend field training during one summer while enrolled in the program. The U.S. Air Force has established a separate and improved field training program for cadets from Texas A & M, VMI, VPI, Norwich, and The Citadel. This year training was conducted at Eglin AFB and Tyndall AFB, Fla., with 142 cadets from The Citadel attending.

2. Extracurricular Activities:

On Apr. 22, 1972 the Air Force ROTC Dining-in was held at Charleston AFB. The speaker was Lt. Gen. Alvan C. Gillam, II, Commander, Air University. At this affair Charleston's Mayor J. Palmer Gaillard, Jr., presented the Roland F. Wooten Airmanship Trophy to Cadet Randal S. Holmes for being the most outstanding graduating cadet in the pilot category.

Five Air Force ROTC cadets and the Professor of Aerospace Studies attended the Arnold Air Society Conclave at Dallas, Tex., Mar. 25-30, 1972.

H. *Department of Naval Science:*

1. General:

The Citadel Naval Science Department has continued to conduct academic courses and professional officer training under the sponsorship of the Naval ROTC Program to produce well qualified cadets who wish to serve their country in the leadership ranks of the U.S. Navy and U.S. Marine Corps. The NROTC unit offers two programs at The Citadel: The Navy-Marine Scholarship Program which provides extensive financial assistance (tuition, books, uniforms) plus \$100 per month spending money, and leads to a regular commission in the Navy or Marine Corps; and the NROTC College Program which offers \$100 per month plus uniform commutation and leads to a reserve commission in the Navy or Marine Corps. Each program includes summer cruises with ports of call throughout the world. Those Naval cadets in either program may enroll on the flight instruction program (FIP) during either their junior or senior year and earn their private pilot's license at no cost to themselves. In the first year this program was offered, the unit had one student complete the program and fourteen who passed the written exam for next year.

2. Enrollment and Staff:

The primary change in the Naval unit staff is the retirement of Col. E. D. Foxworth, Jr., in June 1972 and the arrival of the new commanding officer, Col. J. P. Goodson.

Other changes in the staff included the addition of two Navy officers as instructors and one Navy master chief petty officer for staff duties. During the summer an additional Marine officer instructor reported aboard as well as a replacement Navy instructor. This total staffing of this unit is four Navy officers, four Marine officers, and five enlisted personnel.

Student strength has increased dramatically as shown in the following table:

	MAY 71	MAY 72
Freshmen	114	177
Sophomores	36	87
Juniors	0	49
Seniors	0	14
Total	150	327

The above figures include 108 scholarship students representing approximately \$250,000 in tuition and fees. In addition contract students received approximately \$18,000 in subsistence pay. It is anticipated that the 1972-73 school year will see an increase in scholarship students to about 180 with a total enrollment increase to about 550 students.

3. NROTC Unit Activities:

This year the Navy unit maintained its vigorous program of tours and field trips. These included numerous trips to Charleston Naval Base, including a visit to the NATO Standing Force while it was in Charleston, and trips to MCAS Beaufort, MCAS Cherry Point, MCRD Parris Island, and MCB, Quantico. The unit also hosted a family cruise for all interested Citadel faculty on board the U.S.S. Blakely. All of these trips were optional and very well attended.

In addition to these extracurricular activities the junior year cadets were able to utilize the fifty-six foot mine sweeping boats (MSB's) at Charleston Naval Base for navigational and operational training. This training was further enhanced by the acquisition of a twenty-six foot diesel powered motor whale boat that the Naval cadets use for pleasure as well as training.

4. Guest Speakers:

The Navy unit firmly believes it is important for its cadets to gain an understanding of the senior officer's perspectives, and as such it maintained a dynamic program of guest speakers. Most of

the speakers were of flag rank and spoke on topics ranging from recruit training to world naval strategy. A few of the speakers were Lt. Gen. Earl E. Anderson, Assistant Commandant of The Marine Corps, Rear Adm. S. D. Cramer, Jr., Commander Submarine Flotilla Six, Rear Adm. E. H. Tidd, Commander Destroyers Flotilla Six, Maj. Gen. Carl W. Hoffman, Commanding Officer MCRD Parris Island, Commodore J. G. E. Fieldhouse, Commander NATO Standing Force, and Rear Adm. E. P. Yates, Commander Amphibious Support and Operations Command.

5. Plans for the Coming Year:

In the coming school year the Navy unit will be adding the two senior courses, Amphibious Warfare and Naval Weapons Systems, to its curriculum. Greater use of area facilities is also planned, such activities as fire fighting and damage control training for freshmen, FBM visits for weapons training, and further use of the MSB's for the junior navigation class.

ATHLETIC AFFAIRS

A. General:

For the third consecutive year, Citadel athletic teams finished in the upper division of conference standings with only East Carolina and William and Mary compiling better cumulative records. Our eleven intercollegiate teams competed in 152 contests during 1971-72 and won eighty-four for a winning percentage of fifty-five.

Our baseball team, co-champions in 1971, finished a fifth consecutive winning season with a fine 17-13 record; while the rifle team with a 20-1 record, finished second in the Southern Conference. Track and golf both had winning seasons for the third consecutive year.

Once again, The Citadel hosted the Palmetto Basketball Classic in the Armory, Dec. 29-30, 1971. Virginia, Air Force, and Xavier joined The Citadel to make the second annual classic an outstanding event. In the final game, Virginia won a closely contested game with The Citadel for the championship.

The Citadel coaching staff continued to do well in NCAA and conference affairs. Head Football Coach Red Parker served as a member of the District 3 football rules committee and was chosen again to serve on the AFCA clinic program committee for 1972. Chal Port, baseball coach, handled the NCAA regional playoffs in 1972 as chairman of the District 3 baseball committee.

1971-72 was a year of great improvement in our facilities. The east side of the stadium (under the stands) has been hardtopped. WLI Field has been renovated to give us two excellent practice fields. Alumni Hall has been renovated and now houses a modern football dressing room, complete with blue and white paneling, carpet and new lockers, a new shower room for the teams and coaches, and a new coach's dressing room.

In the Armory, the basketball dressing room has been paneled, a new lowered ceiling installed, and carpet will be added before the new school year. The baseball dressing room will be carpeted at the same time, and this will give our major sports teams excellent facilities.

The Armory seats were painted various colors according to seat location and is now a fine looking sports arena.

In summary, the 1971-72 school year was one of progress. With the improved facilities already present, it was easier to obtain a conference TV basketball game, and to arrange for five showings of the Holiday On Ice show, which proved to be a moneymaker for the Athletic Department.

B. Athletic Department Finances:

The lack of a "big money" football game in 1971 was the main reason the athletic program began the year with an anticipated deficit of \$20,000. Donated money for the grant-in-aid program, however, continued to be at a peak level.

1. The Citadel Athletic Fund (CAF):

Due to scheduling problems several years ago, no "big money" football game was scheduled for 1971. Because of this, a two-year budget including 1972-73, was planned, and income will be available to offset the deficit.

In addition to the normal income sources, gate receipts, fees, concessions, and football program sales, the CAF income was supplemented by proceeds from several other sources. The Holiday on Ice show netted the CAF about \$5,200. A conference regional telecast of the Davidson-Citadel basketball game brought in \$2,500, and a grant of \$7,200 from the Daniel Funds supplemented the recruiting budget.

Normally, the CAF income will be about \$305,000, enough to meet anticipated expenditures for the sports program. Because of a regional television game in 1972, and at least one show like the Holiday on Ice, income will be high enough to re-establish a reserve fund for the CAF.

2. The Citadel Educational Foundation (CEF):

In 1971-72, the CEF income funded approximately 130 cadet-athletes with grants of varying amounts. Income sources for this fund were: business gifts, Brigadier Club, Mark Clark Hall funds, city and county grants, and Daniel Fund grants. The business gifts, one of the largest sources for the CEF brought in over \$90,000. The Brigadier total was an all-time high of \$62,000.

Currently, the athletic program is depending upon thirty-

five new grants per year (in all sports), a figure which compares favorably with other conference schools.

We are now at about our maximum in funding the athletic grant program.

C. *Plans and Recommendations for 1972-73:*

A reorganization of the CEF responsibility will be effected due to the retirement of Col. D. S. McAlister in September 1972. The Director of Athletics will assume full responsibility for the CEF and will be assisted by the Executive Director of the Brigadier Club.

The Citadel will continue to enter eleven intercollegiate teams in Southern Conference competition. No new sports will be added.

D. *Highlights of the 1971-72 Athletic Year:*

The fine showing of the football team in 1971 proved to be the year's highlight. A high national ranking in NCAA offensive statistics gave The Citadel prominent exposure nationally and has encouraged season ticket buyers to order the largest number of tickets ever for the 1972 season.

A summary of all sports records has been compiled showing conference finishes and individual honors for cadet athletes.

FINAL VARSITY RESULTS ALL SPORTS 1971-72

	W	L	T	FINISH
Football	8	3	0	3rd
Basketball	12	12	0	5th
Soccer	3	4	0	4th
Wrestling	5	12	0	4th
Cross Country	4	3	0	4th

Baseball	17	13	0	4th
Track	3	2	0	7th
Golf	7	1	0	3rd
Tennis	5	7	0	5th
Rifle	20	1	0	2nd
Indoor Track	Conference	Meet	Only	6th
Totals	84	68	0	

FOOTBALL HONORS 1971-72

<i>All Conference</i>	<i>All State</i>	<i>Southern Conference</i>
		<i>Player of the Year</i>
Baima	Baima	Brian Baima
Hutto	Hutto	
Davitt	Lynch	
Hall	Varnadoe	
Varnadoe		

BASKETBALL HONORS 1971-72

<i>All Conference</i>	<i>Palmetto Classic</i>
John Sutor	Jim Below
	Oscar Scott

BASEBALL HONORS 1972

<i>All Conference</i>
Paul Plunkett
Ron Sanders

STUDENT ACTIVITIES

A. *General:*

The Department of Student Activities experienced a full and

successful year despite some financial problems detailed later in this report.

During the summer of 1971, the Cadet Store moved from the northwest corner of the second floor of Mark Clark Hall. The vacated space was converted into a conference room, a room for reproduction machines, and three reading rooms separated by two folding walls. This arrangement has proved very successful for holding meetings and luncheons for groups which are too small for the auditorium, in addition to the primary purpose of the rooms which is to provide a quiet, undisturbed place for reading or writing.

Two new vehicles were purchased during the year to replace old vehicles. A Chevrolet panel truck was obtained for the Canteen and a new Chevrolet pick-up truck was bought for the Beach House.

In a continuing program, nine civic clubs held one of their weekly luncheons or breakfasts on campus. Two additional clubs entered the program this year—the North Charleston and St. Andrews Rotary Clubs.

B. *Auxiliary Enterprises:*

Net earnings from the Auxiliary Enterprises (Canteen, Barber Shop, Servicenter, Pool Room, Bowling Alleys, vending machines) will undoubtedly drop this year. Sales in the Canteen have decreased somewhat, while costs have increased substantially due to the implementation of the minimum wage law for employees and the introduction of brunch on Sundays in the cadet mess hall, which virtually eliminated the Canteen's food business that day. Income from the Pool Room and Bowling Alleys is barely sufficient to cover expenses.

C. *Student Activities Fees:*

Income from student activities fees has remained stable, while costs are gradually increasing in every area, and there are increasing requests for these funds from all activities.

The basic principle followed in the distribution of these funds is to allocate them to those activities which provide service to all students or which are open for participation by all students. On occasions, financial support is provided to certain organizations which represent the college, such as the Summerall Guards, the Junior Sword Drill, and The Citadel Band.

Increased efforts must be made in the future to eliminate or to decrease costs in the various activities which should not be paid from student activities fees.

D. *Social Activities:*

These activities continued during the 1971-72 college year in the same pattern as in the past, with a few innovations and experiments attempted.

Three formal hops were again conducted on Parents' Day, Homecoming, and Corps Day. Since the Parents' Day Hop is also the Ring Hop, which is principally the Ring Ceremony, a separate dance was conducted simultaneously in the auditorium of Mark Clark Hall. This innovation was considered to be most successful and will probably be continued in the future. For no apparent reason, attendance at the Corps Day Hop was greater than usual, which may indicate an increasing student interest in these activities. Generally, attendance at hops is not great. The Standing Hop Committee sponsored a twin concert by two well-known entertainers in April, and although well received by those in attendance, less than half of the student body attended.

Instruction in etiquette for freshmen, tea lances, dancing classes, receptions, birthday parties, and parties for special groups (such as faculty wives) were conducted during the year. The College Hostess continues to maintain a guest house register for visiting families and lady guests in private homes in Charleston.

The special students continued to expand their social activities

with financial assistance from this department. Although these students are eligible to attend all activities sponsored by this department, they rarely attend in large numbers.

E. *Publications:*

All of the student publications functioned successfully during the year. *The Brigadier*, the student newspaper, had the largest off campus distribution in its history (over 2000 subscriptions). The paper won a first-place award for newspapers of its size in the South Carolina Collegiate Press Association competition. *The Shako*, the literary magazine, won the top award in the corresponding magazine category. This year's *Sphinx*, the yearbook, arrived and was distributed about a month prior to graduation. *The Guidon* was as usual published well in advance of the college year, with copies being sent to all incoming freshmen. *The Student Directory*, which lists names and home addresses of all students, was published prior to Thanksgiving furlough.

F. *Special Activities:*

The Citadel Debate Team (formally known as the Polytechnic Literary Society), financed by this department, participated in eight intercollegiate debates during the year. About twenty cadets participated in the program. Five trophies were won by the team. The annual Citadel Invitational Debate Tournament was held in February, with ninety teams from forty-two colleges and universities involved.

The Orphanage Fund drive was held this year without benefit of funds derived from selling privileges to freshmen cadets. Despite this loss of income, purely voluntary contributions were received in the amount of \$2,287.40. Of this amount, \$394 was added to the Orphan Scholarship Fund, with the remaining money used to purchase Christmas gifts for children in three local orphanages. The holder of one scholarship, Cadet P. R. Mercer,

graduated with the Class of 1972. Another holder, Cadet G. S. Collins, failed to return for the 1971-72 college year. The last scholarship holder, Cadet W. M. Fisher, is scheduled to graduate in 1973.

Under a new three-year contract, the John Roberts Company made the class rings for the Class of 1972. After the rings were received in October 1971, cadet dissatisfaction with the rings was so pronounced that negotiations were entered into to provide revised rings to those seniors who desired replacements. The new rings were ordered by the majority of the class. These rings arrived in early May and received acclaim as perhaps the finest class rings yet produced.

G. *Fine Arts:*

The Fine Arts program completed its seventh year, during which the following programs were presented:

Jorge Morel (Classical Guitar)
The Miser (Comedy by Moliere)
Jose Molina's Spanish Dance Group
Agnes Grossman (Pianist)
Netherlands Chamber Orchestra

Student attendance continues to be disappointing for these presentations. Renewed efforts will be made to obtain entertainment which might have greater appeal to students.

H. *Citadel Educational Foundation:*

Subscriptions totaling about \$105,000 were obtained for the 1971-72 college year, with actual collections totaling about \$100,000. The annual fund drive for the 1972-73 college year is now in progress, and it appears that subscriptions will equal or exceed those of last year.

All funds received are used to finance a part of the intercollegiate athletic grant-in-aid program.

I. *Yacht Club:*

The Yacht Club and associated activities had another full and successful year. We sold the eight Jet 14 sailboats, which were old and well used, and purchased six new International 420 sailboats for use of the sailing team.

The sailing team won ten of fifteen regattas in which it competed during the year, including the spring championship, which qualified us to send four team members to the national championships in San Diego in June 1972.

Maj. Richard L. Tillman, USAF, has completed three very successful years as advisor for the Yacht Club and coach of the sailing team. These duties will revert on July 1, 1972 to Cmdr. John S. Coussons.

J. *Post Office:*

The Citadel Post Office provided 2314 mail boxes to all students and to some members of the faculty and staff. An average of 12,500 pieces of first and second class mail was handled daily, plus a daily average of two hundred parcels. About 7800 items of special type mail were handled, including registered, certified, insured, COD, and customs. Including the sale of stamps, the stamp meter machines, postal money orders, COD, telgrams, and customs, well over \$100,000 in business was accomplished.

Among other services offered, the Post Office assists students with absentee voting, alien registration, provision of income tax forms, provision of civil service and voter registration forms, and sending flowers by telegram.

K. Beach Club House:

In addition to the usual use of this facility by students and faculty and staff, about fifty-five special functions were held at the club during the year. Several thousand guests were involved in these special functions. On such occasions, catering is done by The Citadel mess (ARA Slater), or by private caterers, or the parties bring their own food.

During this year, at the direction of the Governor, fixed fees have been charged for use of the Beach House facilities by special groups for private parties.

RELIGIOUS ACTIVITIES

A full schedule of chapel activities was conducted this past year under the supervision of the Chaplain to the Corps of Cadets.

Sunday morning services were held for cadets of all faiths. A General Protestant Service was held in the Summerall Chapel followed by a Low Mass for the Roman Catholics. Religious services for Episcopal cadets were held in St. Alban's Chapel on the third floor of Bond Hall. Worship services were held in Mark Clark Hall for cadets of the Jewish and Greek Orthodox faiths.

During the first semester, morning devotions were held each morning, Monday through Friday, at 7:45. Second semester, devotions were held in each barracks after the evening study program. At all times throughout the day and until 9:00 each evening, the chapel was open for prayer and meditation. Immediately after Sunday night supper, there was an impressive Vesper Service. Regular Holy Communion services were conducted throughout the year. A regular Bible class was held each Wednesday evening for students desiring to attend.

Each Monday night, Charleston clergymen assisted the chaplain in denominational coverage for the cadets. Meetings were conducted in rooms in Mark Clark Hall, Bond Hall, and Jenkins Hall. In addition, clergymen served as counselors and advisors to the cadets of their denominations on religious matters. Outstanding speakers and special programs were featured during the year. The president of each denominational group was represented on The Citadel Religious Council.

The chaplain served as counselor and advisor to the cadets in many of their personal problems. He also made regular visits to the college hospital and the city and Naval hospitals to visit confined members of The Citadel family. Pastoral calls were made to faculty and staff members and their families on occasions. Baptisms, weddings, and funerals were conducted by the chaplain. Special programs were scheduled for the campus children during the year. Assistance was given to the Scout leaders and their troops. Training and visual aids were made available to them when they were needed. On many occasions, the chaplain has been guest minister in local churches. The chaplain serves as a regular panelist on the Kiwanis television program "The Living Truth." Guidance was given to the Alpha Phi Omega members in their work with the underprivileged children in the city.

Again this year, four programs oriented toward drug abuse were presented. There was a good response to these programs and many questions were answered.

The Citadel Chapel Choir, the St. Alban's Chapel Choir, and the Catholic Chapel Choir had a busy and a good year. Aside from their basic role of providing music for the chapel services, they sang in a number of city churches. The Citadel Chapel Choir gave a special program to the Charleston Kiwanis Club for their Annual Ladies' Night. A special Christmas program was presented for the Corps of Cadets just before the Christmas Holidays. In April, the Chapel Choir sang at the National Presbyterian Church and

the Sixth Presbyterian Church in Washington, D.C. The cadets were well received, and many parents and alumni gathered to hear these programs.

As in years past, The American Bible Society presented beautiful Bibles to members of the senior class who had indicated that they would like to receive a copy of the Holy Scriptures. These were presented during the regular worship service the latter part of May.

HONOR SYSTEM

I have given the Honor System, through the Honor Committee, my complete and wholehearted support, as I assured its members I would when I became President of The Citadel in September 1970. I am satisfied that the Honor System is functioning well. The outgoing Honor Committee has made several recommendations for minor changes which it thought would improve the system, and these will be put into effect in the coming year.

During the year there were twenty-three accusations of honor violations. This appears to be practically a constant number, since in 1969-1970 there were also twenty-three accusations, and in 1970-71 there were twenty-two.

Of the twenty-three accusations, eight were dropped after the three-man subcommittee found insufficient evidence for trial by the Honor Court. This indicates the soundness of having a pre-trial investigation made of honor charges to determine the validity of the charge and to eliminate the unnecessary expenditure of effort in holding an Honor Court when the charge cannot be proven beyond a reasonable doubt and also subjecting a young man to the traumatic experience of appearing before the Honor Court.

Of the remaining fifteen cases, two were found guilty and resigned; two waived trial and resigned; one was found guilty and appealed to the Honor Board of Review, which upheld the finding of guilty by the Honor Court; and one cadet accused of cheating during the first semester final examinations did not return for the second semester.

Lesser findings by the Honor Court were two guilty of an unintentional honor violation and two guilty with leniency recommended to the President. Three cadets were found not guilty by the Honor Court, and two charges were dismissed during trial because of obvious lack of evidence.

Thus, six men were eliminated from the Corps of Cadets for not living up to the Honor Code—two for both stealing and lying, three for cheating, and one for stealing. Again, this is the same number of men who were eliminated during 1970-1971.

In April of this year a minor crisis developed with the Honor Committee with respect to the improper question. In order to prevent the Honor System from being utilized as an investigative tool, the Honor Manual states "No commissioned officer of the staff or faculty, member of the guard, or any cadet in an official position, will ask a question which might incriminate a cadet unless the asker has prima-facie evidence that the cadet has committed a reportable offense." Two cadets were reported for cutting the public address system wires in one of the barracks and were required to submit a written explanation of report in which they both in effect stated that the reports were true. They both received special punishment by the Commandant of Cadets, but they appealed to the Honor Committee, as provided for in the Honor Manual, that prima-facie evidence had not existed as to their committing the offense. The Honor Committee ruled in their favor and so reported to me. I did not agree with the Honor Committee, and it was my opinion that prima-facie evidence had existed with respect to their offenses. I overruled the Honor Committee, and this

overruling was not accepted with good grace. Both the old and rising Honor Committees threatened to resign because of this incident. They asked to meet with me, which I did. At this meeting it was also revealed that the Honor Committees felt that there had been considerable abuse of the improper question by tactical officers during the year. The new Commandant of Cadets, Col. William M. Crabbe, Jr., was present at the meeting, and he assured the Honor Committee that he would take steps during the coming year to properly orient tactical officers on the improper question. We are taking steps to attempt to define the improper question more precisely, which is extremely difficult.

The military disciplinary system under the Commandant of Cadets and the cadet Honor System run by the cadets under my direct supervision are separate and distinct. I will take every step in my power to ensure that they remain so—otherwise the Honor System will cease to function—and that the Honor System is not used as an investigative tool by any individual at The Citadel.

LIBRARY

A. *Library Materials:*

The growth of the academic program at The Citadel continues to affect our acquisitions program both in the field of monographs and periodicals. The prime emphasis has been for the past few years on the fields of biology and education, but the establishment of the Master of Business Administration will bring a renewed emphasis on that phase of our acquisitions program. Although these new programs demand more attention, the older disciplines are not neglected and the collection continues to grow in a balanced manner. During the year 5348 volumes were ordered, received, processed, and cataloged for use. In addition, 6348 government documents were received. Our library holdings at this time are

118,241 cataloged items and 26,641 government documents or a total collection of 144,882.

The periodicals subscription list now numbers 996 titles.

B. *Library Use:*

The library use remains heavy, and 43,001 items were circulated for use outside the building. In addition, daily use of the books within the building and the general library facilities continues to grow.

C. *Library Personnel:*

Although there was the normal coming and going on the sub-professional staff, I am happy to report that we lost none of our key sub-professional staff members and that there has been no change in our group of excellent professional librarians.

D. *Future Considerations:*

The continued growth of the academic program brings with it an increased workload particularly on the clerical members of the library staff. Three new degree programs have caused an immense increase in the periodical subscription list and the government depository mailings. The government documents acquisitions alone numbered more than six thousand items during the year.

ARCHIVES-MUSEUM

A. *Archives:*

During the past year thirteen collections were registered with the Manuscript Division of the Library of Congress. Notation was made in the *National Union Catalogue of Manuscript Collections*,

which has worldwide circulation. The registration of our significant collections was cited in the Library of Congress newsletter (July-December 1971) in which The Citadel's name appeared with institutions such as Harvard University, University of California, and University of Minnesota. Additional collections will be registered with the Library of Congress during the forthcoming months.

The Archives' cataloging of each item of the Hugh P. Harris Collection was begun and is now about twenty-five per cent complete.

No major collections were received during the year; however, fragmented manuscript material was received. Photographs of the early Citadel and Charleston during the late 19th and early 20th centuries were placed in the Archives.

Research in the Archives has been of a limited nature, especially with regard to its utilization by graduate students in the MAT program. Cadets have found the Archives the source for certain information. Graduate students and faculty are encouraged to use much of our original material for research and publication.

Archives' book review appeared in *Military Affairs* (published by Kansas State University), March 1972.

B. *Museum:*

All museums in the Charleston area have experienced an increase in attendance primarily because of the increase in tourism in Charleston. Our attendance rose from 15,932 (i.e. in fiscal 1971) to 19,642 during this fiscal year. To increase secondary school visits to the Museum, we extended invitations to schools in the area to view specific exhibits. Those schools most frequently visiting the Museum have been from private (e.g. Porter Gaud) and outlying public schools (e.g. Summerville and those cities west of Charleston).

Our traveling exhibit schedule was expanded to fill the academic year. The following exhibits were displayed:

1. Seventh Fleet by John Roach (Navy Department)
2. World War I Posters (Smithsonian Institution)
3. Preservation Through Documentation (Library of Congress)
4. Our F.B.I. and Police Department
5. U.S. Air Force Art (Department of Air Force)
6. The War Between the States (A.R.A. Foundations)
7. How To Look At A Painting (American Federations of Art)
8. Religious Themes by Old Masters (Smithsonian Institution)

Receptions which were hosted by the President were held for Seventh Fleet and Air Force Art exhibits. Each of these events drew in excess of four hundred guests.

The Museum instituted special programs open to the public. They were:

1. Two lectures and seminars on dioramas and military miniatures
2. Programs on colonial period firearms
3. Colonial America life styles
4. Colonial printing

Guests speakers lectured and films were provided by Colonial Williamsburg. Average attendance at these programs was about thirty guests. Additional programs of this nature are being planned for the future.

Cadet activities included work by the Museum Committee, Touchdown Cannon Crew, Citadel chapter of the Colonial and British Armies and Wargames Club. About forty to fifty cadets have participated in the activities of these organizations. The cadet Museum Committee participated at our receptions and special programs, as well as made a field trip to Williamsburg, Va., and Washington, D.C.

Security and thefts have been a problem during the year. On the average of once a month some vandalism, thievery, or noticeable attempted thievery has taken place in the Museum.

GREATER ISSUES

The Greater Issues Series continued to bring outstanding experts to The Citadel to speak on a variety of subjects having an impact on today's world. Through these presentations the Corps of Cadets and The Citadel community were provided stimulating viewpoints and insights into many of the subjects that dominate the news headlines and presented the opportunity to ask questions and discuss the various issues with the guest speakers.

Gen. Jack J. Catton, commander of the Military Airlift Command, opened the 1972 Greater Issues Series on February 18 when he spoke on achieving a generation of peace without inflation. He said our nation's future is extremely bright because we have the economic, military, and moral strength to achieve and maintain peace without inflation.

On March 25, Art Linkletter, national television personality, spoke on the perils of drug abuse, a subject he has taken to the youth of America since 1969 when his youngest daughter died in a fall from her father's apartment while apparently under the influence of LSD. Linkletter said he felt he is doing something that is needed and that it is without a doubt the most rewarding part of his life.

Dr. S. I. Hayakawa, president of San Francisco State College, rounded out the year's program with the commencement address on May 20. Dr. Hayakawa spoke on the making of a man. He said today there is a generation gap because fathers are unavailable as symbols of adult culture. "It takes men to make men. Mothers

by themselves can't do it, nor the high schools, nor colleges, but I'm sure The Citadel can," he said.

The Greater Issues Series was enhanced significantly in January with a gift of \$100,000 from The Mills B. Lane Memorial Foundation to underwrite an expanded speakers program at the college. Under the terms of the gift, the series would be open to the public to permit maximum attendance by the Charleston community and the funds would be used to attract the foremost experts of the world as speakers for the program.

PUBLIC RELATIONS

A grant of \$5,000 provided by The Citadel Development Foundation for a television camera and equipment will permit expanded coverage of college activities over local stations as well as outlets in other parts of the state. With this new capability, we will be able to film events and activities that the television stations are not able to cover, and the stations will be furnished film footage for inclusion in their news programs.

Expanded coverage of Citadel activities was undertaken by providing major feature articles for hometown newspapers. The first article in this series was about cadets from the Greenwood, S.C., area and appeared as a full-page spread in *The Index-Journal* of Greenwood.

Major coverage was given to every event and activity at The Citadel during the year, including articles about distinguished visitors, meetings and luncheons on campus, trips by The Citadel Band and Summerall Guards, weekend visits by prospective cadets, Distinguished Military and Air Force Students, Gold Star winners, Dean's List students, Commandant's Distinguished Service List, officers of all student organizations and activities, class officers,

cadet promotions, Greater Issues and Fine Arts programs, graduate and evening programs, faculty and staff activities, honorary degree recipients, Homecoming, Corps Day, and Parents' Day, incoming freshmen, and many other special and routine events and activities.

I am considering a nighttime tattoo or review to be a part of the annual Corps Day activities and also for an illuminated American flag to be flown twenty-four hours a day on Padgett-Thomas Barracks, a landmark which can be seen from many parts of the city. The evening pageantry would be undertaken to reawaken major community interest in campus ceremonies.

Greater emphasis has been made on placing articles and pictures about The Citadel in national magazines, and this effort has resulted in material being published in *Sandlapper*, *Airmen* (the official magazine of the U.S. Air Force), *Sailing*, *Optimist*, and the magazines of the Sons of the American Revolution and Southern Dames.

With the expansion of the College of Charleston, the accreditation of Palmer College, and an increase in activities at Baptist College and Technical Education Center, it has become increasingly difficult to publish information concerning The Citadel in the local papers. The added competition for news space has required greater effort and more articles from the public relations staff without a corresponding increase in the amount of material printed in the papers. This trend will probably continue, and new programs will be undertaken to counteract the problem.

PERSONNEL OPERATIONS

The morale and efficiency of the work force at The Citadel continues to remain high. We have had a very low turnover during the past year, which may have been due to some extent by a slump in the local and national economy, but I prefer to believe that it

is due to good working conditions here at The Citadel and to a wage and salary scale which is competitive with local industry, excluding the federal government. During the year we had a turnover of only thirteen per cent, and the great majority of this turnover is in the low-skill, low-wage area, in which services are terminated involuntarily for undependability and inefficiency rather than voluntarily.

During the year all of our personnel records were transferred to a centralized computer of the South Carolina State Personnel Office on a uniform Personnel and Advice Information Sheet. This transfer was made with no major problems, and the new system is helpful to some degree. However, we still maintain personnel information on our own computer for payroll and other purposes. This is in no way an unnecessary duplication of effort, since the state system does not require some information which we must have and our own data bank is more responsive to urgent requirements. The state system was set up primarily to enable the State Personnel Office to provide data to state officials and the legislature on a statewide basis. It has not hindered our personnel operations. The only small cloud on the horizon with respect to the state system is a possible increasing centralization of personnel control, which would make for decreased flexibility and efficiency from our point of view.

Our classified work force remains at approximately four hundred. During the year twenty-two members of the force were upgraded in their position classifications—eleven as a result of State Personnel Office action and eleven at our initiation. This compares with fifteen upgradings in 1970-71 and thirteen in 1969-70.

SUMMER CAMP FOR BOYS

Four hundred and forty boys attended The Citadel Summer Camp for Boys—a slight increase over the previous year. Emphasis

was placed on safety, fun, teamplay, and individual excellence. in that order of priority. The camp safety record continues to be outstanding with no more serious injury than a broken arm in more than 11,000 camper-days of exposure. The camp proved worthwhile in a multitude of roles; contribution to the molding of the youth of South Carolina and many other states, familiarizing boys with The Citadel and encouraging them to attend as cadets, maximizing utilization of Citadel facilities and maintaining the permanent work force during the summer, and in publicizing The Citadel. The camp continues to be self-supporting, and any small profit is turned over to the President for distribution in the best interest of the college.

NECROLOGY

I am saddened to report the following deaths which occurred during the year.

Colonel Smith Johns Williams, Professor Emeritus of History, died on Apr. 13, 1972. Born in Essex County, Virginia, Colonel Williams received his Bachelor of Arts degree from William and Mary College in 1908, and his master's degree from Columbia University in 1919. Prior to joining The Citadel faculty he taught for three years in the public schools of Virginia and for one year as an assistant professor of English at William and Mary College. Colonel Williams joined The Citadel faculty as an assistant professor of English and History in 1910. He was promoted to Professor of History and Political Science in 1920 and headed the Department of History from 1922 until his retirement in 1946. He was awarded the status of Professor Emeritus of History in March 1970 in recognition of his long and devoted service to The Citadel and to the many students to whose education he contributed so significantly.

Lieutenant Colonel Howard Parker Whitney, Associate Professor of English, died on Dec. 22, 1971. Born in Rangeley, Maine, Lieutenant Colonel Whitney received his Bachelor of Science degree in Education and Master of Education degree from Boston University. He was to have retired from The Citadel faculty on Dec. 31, 1971 as Associate Professor Emeritus of English after twenty-five years of service.

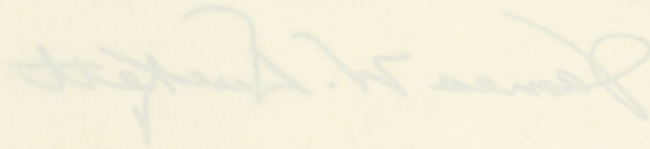
Lieutenant Colonel Arthur Edward Buckley, United States Army Retired, Associate Professor of Business Administration, died on Feb. 20, 1972. Born in Fall River, Massachusetts, Lieutenant Colonel Buckley received his Bachelor of Science degree in Business Administration from the University of Alabama in 1939. He also received from the same institution the degree of Master of Science in Business Administration in 1956 and Ph.D. in Business Administration in 1967. He retired from the United States Army in 1966 after twenty-six years of service and became a member of The Citadel faculty in September 1966 as an assistant professor of Business Administration. He was promoted to Associate Professor of Business Administration in September 1970.

Cadet Steven Allan Veatch, Fourth Class, died in an automobile accident near Moncks Corner, South Carolina, on Apr. 22, 1972. Cadet Veatch entered The Citadel with the Class of 1975 in August 1971. Prior to entering The Citadel he graduated from Dillon High School, Dillon, South Carolina. During Cadet Veatch's matriculation at The Citadel he was a popular, able, and conscientious young American. The tragic loss of this fine young man will be deeply felt by all who had the privilege of knowing him.

Cadet Asbury Lawton Smoak, Jr., Fourth Class, died in Charleston, South Carolina, on Apr. 23, 1972 as a result of an automobile accident near Moncks Corner, on April 22. Cadet Smoak entered The Citadel with the Class of 1975 in August 1971. Prior to entering The Citadel he graduated from Hillcrest High School in Dalzell, South Carolina. During his time at The Citadel,

Cadet Smoak was a well-liked member of his class who applied himself energetically to the attainment of a Citadel education. He will be sorely missed by his classmates and friends.

Mr. Joseph L. Doran, Maintenance Supervisor and Head of the Machine Shop at The Citadel, died on Nov. 9, 1971. Mr. Doran was born and raised in Charleston, South Carolina, and was first employed by The Citadel on Mar. 18, 1942. He was designated as Head of Machine Shop functions on July 1, 1957 and served in that capacity until his untimely death. During his more than twenty-nine years of service as an employee of The Citadel, Mr. Doran was always a model of pride in the accomplishment of his duties, cooperativeness, cheerfulness, and willingness to take on any task, no matter how difficult or demanding.

A handwritten signature in dark ink, appearing to read "James W. Duckett", is written in a cursive style.

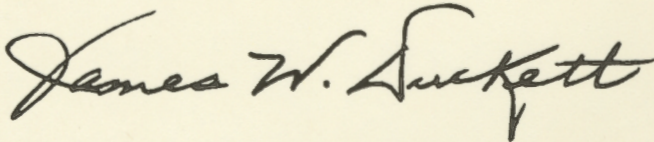
J. W. Duckett

APPRECIATION

My gratitude is extended in full measure to all those who assisted us in achieving the successes experienced at The Citadel in 1971-72. I am equally grateful to those who helped minimize the problems we encountered during the year and who planned so effectively to preclude their occurrence in the future.

The nature of the presidency of The Citadel is one of considerable dependency on others to assist in the important work of the college. The nature of the various constituent groups with which the president is privileged to work is constructive. This happy situation engenders a cooperative effort of the highest order.

This year saw the Board of Visitors, Corps of Cadets, faculty, staff, and alumni working together in a way that made my assignment most rewarding. To each of those groups I am deeply indebted, and to each I express herewith my profound appreciation.

A handwritten signature in dark ink, reading "James W. Duckett". The script is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

J. W. Duckett